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READY RESERVE CIVILIAN SKILLS UTILIZATION STUDY  
(RESCON)(U) MARINE CORPS VTU 12-3 NAS MOFFETT FIELD CA  
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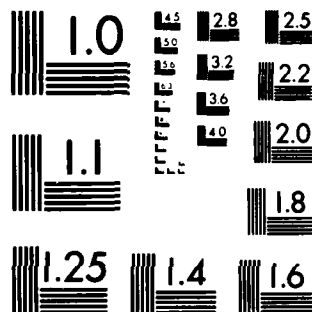
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number)		
The Marine Corps MOS structure is heavily oriented to combat and combat support specialties. The need for non-military skills is less demanding but does occur frequently in the supporting establishments and higher echelons of the FMF. This study (1) reports the requirements for civilian-oriented professional skills cited by major commands; (2) inventories the professional skill spectrum, competence, and availability of reserve officers to meet such requirements; (3) describes automated and manual		

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reserve consultant (RESCON) systems by which command, staff, or project officers can obtain the immediate or near term services of professional qualified consultants; (4) details the manual system design; (5) presents an implementation plan; and (6) provides a sample User's Manual.

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DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
WASHINGTON, D.C. 20380

REST-11-nlm

27 DEC 1976

From: Commandant of the Marine Corps  
To: Commanding General, Marine Corps Development and Education  
Command, Quantico, Virginia 22134

Subj: Ready Reserve Civilian Skills Utilization Study (RESCON)

1. The objectives of the subject study were to:

- a. Identify requirements for Reserve Civilian Skills in the Regular Marine Corps.
- b. Identify professional skill spectrum, competence and availability of reserve officers.
- c. Identify a system for the Regular Marine Corps to obtain the services that reserves can provide as consultants.

2. The objectives of the study were met. The contents were well organized and very thorough. Volunteer Training Unit (VTU) 12-3 is to be commended on their fine effort.

3. The study provided a means for the Regular Marine Corps to have access to the civilian skills of Marine Corps reservists. The basic concept is valid but a more efficient system will be adopted. The Director of Marine Corps Reserve will distribute resumes together with a cover letter containing instructions on obtaining the expertise of reserve civilian skills. The Director of Marine Corps Reserve will function as overall coordinator, will determine the availability of reservists, and will provide active duty with or without pay consistent with available funds.

4. Based on the decision nonconcurring with establishing the RESCON system as proposed in the study, the final study report will not be distributed.

5. A copy of this letter will be affixed to the inside front cover of all existing copies of the final report.

Copy to:  
VTU 12-3

*J. M. B. [Signature]*  
J. M. B. BAKER  
By direction

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## EXECUTIVE SUMMARY

Large numbers of reservists acquire advanced degrees after their initial tours of extended active duty. Subsequently, many of them become experts in their civilian endeavors, some attaining a highly distinguished status. Aware of this situation, the Commandant of the Marine Corps issued CMC Project Order 90-72-01 directing the Commanding General, Marine Corps Development and Education Command, to study the potential of utilizing these civilian skills. Operational control of VTU 12-3 was assigned to CG, MCDEC for this purpose.

VTU 12-3 queried the reserve officers to determine the nature and level of their skills and whether or not they would be willing to make them available to the Marine Corps on active duty with or without pay. The response was overwhelmingly favorable and included many reserve officers with high levels of attainment in a wide variety of professions not represented among the Marine Corps military occupational specialties.

Ten major commands were visited and briefed on the spectrum, levels, and availability of skills. The commands, in turn, provided the VTU with written, specific, detailed descriptions of numerous projects then on hand which could benefit from the application of particular skills not in the

MOS system.

This information was forwarded to CMC by CG, MCDEC in a three-volume Interim Report which described concepts for automated, transitional (automation compatible), and manual systems for locating reserve officers with specified skills available to be called to temporary active duty. It also described an additional concept, called the Commandant's Board of Consultants. Under this concept a group of reservists, highly skilled in representative professions would be placed under standby orders to temporary active duty without pay and allowances to provide instantaneous consultations by phone or letter whenever requested by any authorized Marine Corps command, staff or project officer in the conduct of his duties.

Based on this report, CMC directed CG, MCDEC to provide detailed designs and implementation plans for the manual system and board of consultants. The designs and implementation plans prepared by VTU 12-3 are included in this report. Also provided are drafts of the recommended promulgation orders, forms designed for effective operation and evaluation of the system, a sample manual for using activities, and resumes of potential reservist consultants as well as recommendations for funding, manning and operating the system.



Section I  
ORIGINAL RESCON STUDY

INTRODUCTION

Marine Corps officers who have performed duty as Inspector-Instructors, been attached to Marine Corps Districts, served on Reserve Officer Selection Boards or who have otherwise come in close official contact with the Reserve Establishment have noted that many reservists are highly skilled in their chosen civilian professions and that some are outstanding authorities in their special fields. On reflection, this fact is not surprising; the Marine Corps' selection system which first brought these men to active duty emphasized potential leadership qualities. Most of those selected as reserve officers returned, as planned, to civilian life upon completion of their initial (usually three year) tour in order to pursue their preplanned professional careers. Of these, more than one in four returned to the universities to acquire one or more advanced degrees and to perform the arduous work necessary to achievement of professional success in their civilian careers.

It has often been said by both regulars and reservists that some means should exist for the Marine Corps to take

advantage of the expert and varied professional talents which exist among the reserves. This study provides a comprehensive appraisal of this situation to determine quantitatively the spectrum of variety, level of expertise and conditions of availability of these skills; the benefits, if any, that might accrue to the Marine Corps from their use, and methods by which these talents and any needs the Corps may have for them may be effectively brought together.

#### 1.1 ORIGINAL STUDY

On 27 Mar 72, the Commandant of the Marine Corps directed the Commanding General of the Marine Corps Development and Education Command to investigate the potential beneficial utilization of civilian-acquired skills volunteered by reservists. (CMC Project Directive 90-72-01 of 27 Mar 72). By separate action, CMC placed CO, VTU 12-3 under the operational control of CG, MCDEC to perform the basic investigation. The informal name of this effort is Project RESCON.

VTU 12-3 designed a questionnaire (Figure 1) and mailed it to 6000 reservists. 3,338 responses were received and processed by the VTU as diagrammed in Figure 2. It was found that a wide variety of skills (Figure 3) were represented and that 28% had advanced degrees. Figure 4 shows the education spectrum of responding reservists. In order to verify the questionnaire data and determine if

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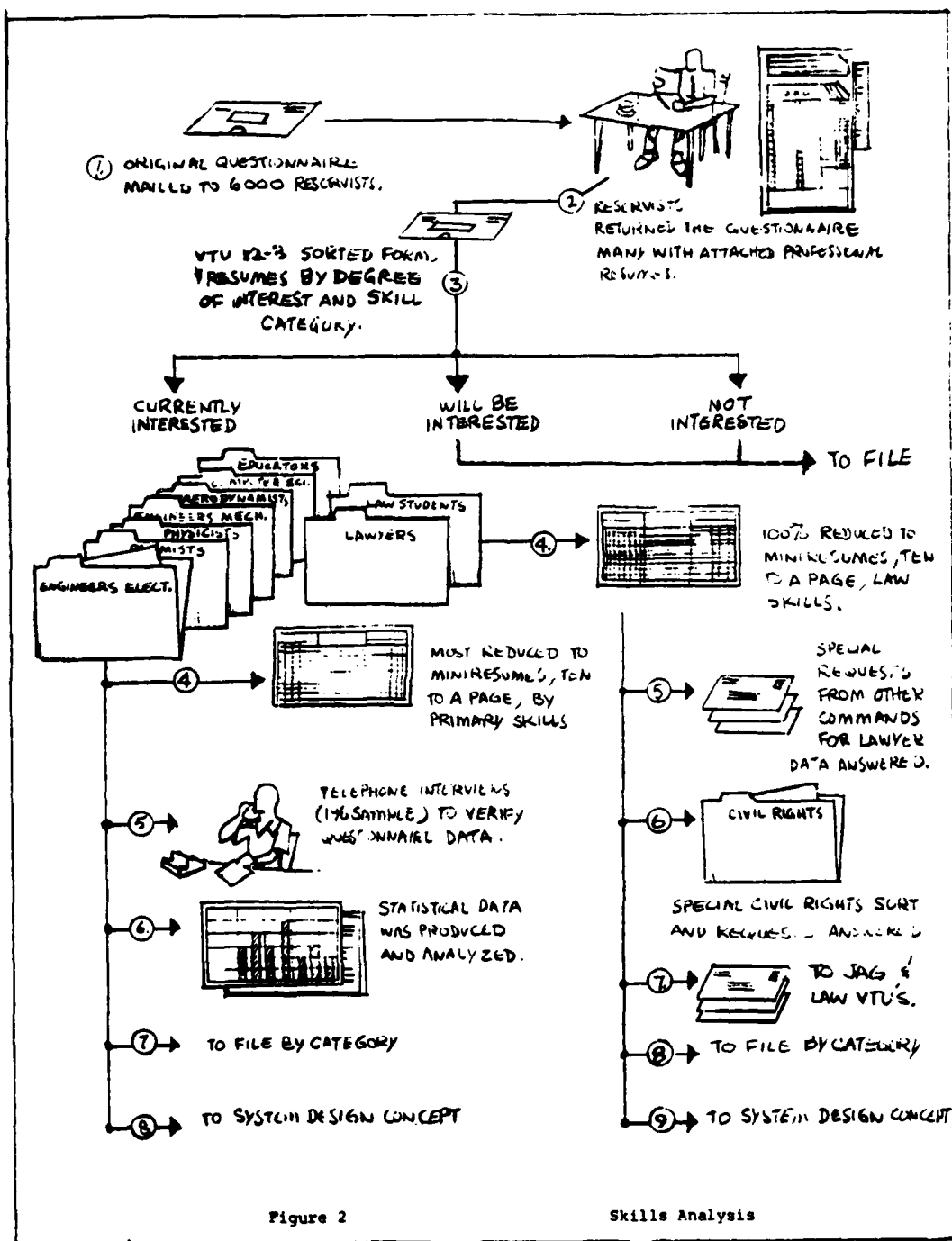


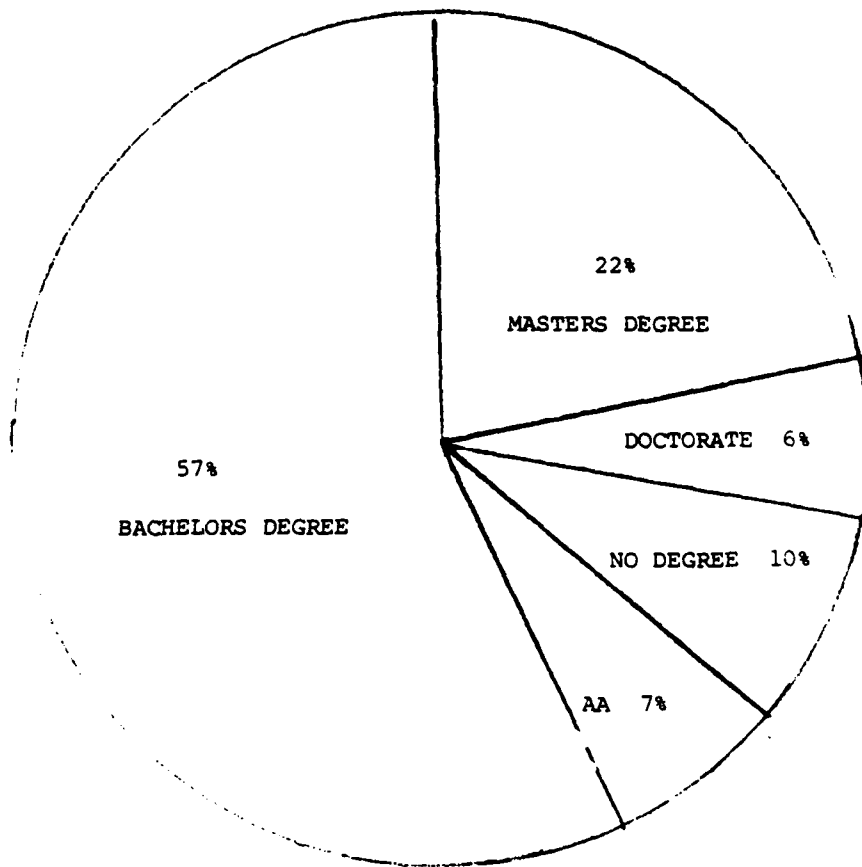
Figure 2

Skills Analysis

* No.	Skill
4	Public Affairs / Relations
5	Soft Skills (brokers, insurance, business, etc.)
6	Special Skills/Talents
7	Pilots
10	Engineers, Industrial
10	Petrol & Chem
10	Aero
11	EE
12	ME
19	Civil
13	Math and Statistics
14	Systems & Operations Analysis
15	Program Managers
17	Computer Science & Design
18	Data Management & ADP Systems
20	Scientists, Miscellaneous
21	Physicists
22	Chemists
23	Biologists
24	Geologists
25	Psychologists
26	Human Factors
27	Tech Writers
30	Social Scientists, Miscellaneous
31	Economists
32	Historians
33	Political Scientists
34	Sociologists
35	Intelligence Analysts
39	Law Students
40	Lawyers
41	Law Enforcement
42	Civil Rights
43	Criminology
44	Drug Abuse
45	Penology & Corrections
50	Educators, Miscellaneous
51	Elementary
52	Secondary
53	College Instructor
54	College Miscellaneous
55	Administration

Figure 3 Skill Spectrum Primary Skill Categories

\* The skill numbers are not germane to this report but are retained as they were referred to in various interim reports.



SKILLS COMPETENCY BASED UPON DEGREES HELD  
(See Annex For A Detailed Analysis By Skill)

Figure 4

information in the questionnaires was interpreted correctly, 1% of the submitting reservists were contacted by phone. Figure 5 shows the indications of strengths and limitations of the questionnaire data revealed by the phone interview.

Once the reservist data was obtained, it was necessary to determine Marine Corps user requirements for the available skills. To gather this information, members of VTU 12-3 designed the user questionnaire form noted in Figures 6A and 6B and visited twelve major commands:

<u>Command</u>	<u>Date</u>	<u>Host/Action Officer</u>
4th Marine Division	17 Aug 72	Col Connel
1st Marine Division	18 Aug 72	Cols Piele, Grubaugh
MCB, Pendleton	18 Aug 72	Col Peterson
3rd MAW	29 Aug 72	Col Sinclair
MCAS, El Toro	29 Aug 72	
MCB, 29 Palms	30 Aug 72	Col Metzger, LtCol Swigert
MCSC, Barstow	31 Aug 72	M/Gen Olson, B/Gen Schmid
HQ, FMF PAC	12 Oct 72	Col Hall, LtCol Austgen
MCAS, Kaneohe	12 Oct 72	
HQMC	14 Mar 73	LtCol Trehe
MC Development Center	15 Mar 73	Maj Crowe
Mc Education Center	15 Mar 73	LtCol Donalive

The briefings generally followed a set procedure. The initial arrangements were usually made between the VTU and

PRIMARY SOURCE OF DATA  PHYSICAL AND PSYCHOLOGICAL FACTORS	Questionnaire	USMC Records Facility K.C.	User Contact
o access to clerical support	X		
o access to literature, records, etc.	X		
o access to computational facilities	X		
o access to special equipment	X		
o acquisition and maintenance of skills	X		
o acquisition and maintenance of knowledge		X	
o physical fitness to perform duties		X	
o emotional/mental/temperamental fitness to perform duties			X
o general freedom from debilitating employment constraints	X		
o general freedom from debilitating personal/family constraints	X		
o specific/current freedom from debilitating constraints			X

Indications of Strengths and Limitations of  
Questionnaire Data relative to the Determination of  
Candidate Availability as validated by the One Percent  
Sample Interviewed

Figure 5 Questionnaire Analysis



# U S MARINE CORPS VTU 123

FLIGHT OPERATIONS BUILDING  
NAS MOFFETT FIELD CA 94035  
(415) 961-2418; ATN 462-5851

## RESERVE CIVILIAN SKILLS UTILIZATION PROJECT (RESOCU)

Complete a separate questionnaire for each project for which a qualified reservist consultant could make a beneficial contribution.

RESPONDENT INFORMATION	
1. Organization:	4. Using Activity:
2. Point-of-Contact Officer:	5. User Staff or Project Officer:
3. Phone:	6. Phone:

PROJECT OR IDEA ON WHICH YOU WOULD LIKE A CONSULTANT	
7. Title and Description	
8. Time Factors: Desired Start Date ( ) Desired End Date ( ) Absolute Deadline ( ) Date firm ( ) negotiable ( ) or Continuous Project ( )	
9. Security Classification: Special Access Required?	
10. Type of end-product expected from consultant: ( ) Report ( ) Other end product (describe below) ( ) Recommendation ( ) How will completion be determined (describe below) ( ) New Idea ( ) SOPs or procedures to be followed (describe below)	
11. Remarks	

12. For this particular project, list the skill types and competency levels needed.

12a. **12a. Indicate skills and competency levels needed.**

12b. **12b. Repeat the code numbers of major fields and write in specific subfields if other than listed.**

12c. **12c. If project concerns design, development or operations of combat or combat support systems, indicate subject, phase, and level of competency required.**

☒ KNOWLEDGEABLE. ☒ FULLY COMPETENT. ☐ AN AUTHORITY (PhD or equal)

12a Typical Civilian Professions		12a Typical Development Items	
01	Engineer-Aero	01	Armory NGP
02	Chemical	02	Sheltered Rockets
03	Civil	03	Multistage Plasma Thruster
04	Electrical	04	Small Area Gradients
05	Electronic	05	Missile Guidance
06	Industrial	06	Lead Target Designer
07	Mechanical	07	A/C Weapons Leader
08	Metals	08	Body Vehicle Armor
09	Mining	09	Portable Bunkers
10	Ordnance	10	Armored Personnel Carriers
11	Petroleum	11	Avionics
12	Salinity	12	U.S. Remote Landing Syst
13	Security	13	Armed Light Helos
14	Utilities	14	V STOL A/C Traffic
15	Other	15	Drone
16	Architecture	16	Airborne Ground Sensors
17	Landscapes	17	Air Reconnaissance
18	Naval	18	Ground Reconnaissance
19	Cartography	19	Counterintelligence
20	Geodesy	20	Image Interpretation
21	Geophysics	21	Battlefield Surveillance
22	Geology	22	Comint Elint Sigint
23	Metallurgy	23	CCC Systems
24	Metamorphology	24	Radio Syst Equip
25	Geomorphology	25	Radar Syst Equip
26	Physico-Astomic	26	Phone Syst Equip
27	Resources	27	Crypt. Coding/Scrambling
28	Electronics	28	Displays, Monitors
29	Physics	29	ADP Computer Science
30	Mechanics	30	Pre O-Day War Rents
31	Nuclear	31	Amphib Cargo, Containers
32	Drones	32	Bulk Fuel System
33	Solid State	33	Test Drink Water
34	Thermal	34	Fire Fighting
35	Other	35	Food & Gun Support
36	Physical Science	36	Roads, Runways, Pads
37	Mathematics	37	Shelters-Part Protected
38	Statistics	38	Selection/Elaboration
39	Computer Science	39	Educ Instr Methods Equip
40	Administration	40	Computer Aided Instr
41	Program Mgmt	41	Computer/Fence Struct
42	Open Research	42	Manual/Computer Weapons
43	Accounting	43	Improve ROT&E Admin Mgmt
44	Planning	44	
45		45	
46		46	
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100		100	

13. Location of work: The work to be accomplished by reservist must be performed at user activity may be performed at his base, home or office ( ) may be performed primarily at his base, home or office provided frequent ( ) occasional ( ) liaison is maintained by letter ( ) phone ( ) visits ( )

14. If multiple skills are listed in 12 above, it is essential ( ) not essential ( ) that a single reservist possess all skills. A team approach is ( ) is not ( ) appropriate.

15. Number all acceptable methods reserve officers may use to accomplish this project in order of preference:

( ) Active duty (1 to 3 years)  
 ( ) Temporary Active Duty (1 to 3 months)  
 ( ) ATD (1 to 3 weeks)  
 ( ) Temporary w/o Pay and Allowances  
 ( ) Additional OADR duties  
 ( ) Assigned as a VTU project  
 ( ) Additional VTU meetings  
 ( ) At base, office or home for retirement pro  
 ( ) At base, office or home without EIOD pro  
 ( ) Other

16. If the project must be accomplished at your base, which of the following appropriate services be supplied:

( ) Computer Services ( ) Reproduction  
 ( ) Technical Lab ( ) Document Security  
 ( ) Other (specify)

the Chief of Staff of the command visited. The latter then assumed the job as host and/or appointed an action officer to assure proper staff representation and handle meeting coordination.

From 10 to 40 selected officers attended each briefing, the average being about two dozen staff personnel. Nearly all staff representatives were field grade officers with a larger than expected percentage of Colonels. General officers were present for a few meetings and separately briefed in their offices at other commands. (All general officers appeared favorably disposed to the program; some provided examples from their personal experiences where such aid would have been extremely beneficial.)

Utilizing slides and handouts, the feasibility study and potential RESCON systems were presented to officers at each command. The formal presentation was followed by a period of questions and discussion on the value of a RESCON concept to the particular command and to the Marine Corps in general.

Following the presentation and discussion, the revised questionnaires were distributed. Each staff unit within a command was asked to analyze the reserve civilian skill resources to determine if their availability could be of beneficial use to that particular unit. It was explained that this was only a needs assessment and that no type of

RESCON system was operable at this time. The questionnaires that were returned would provide useful data for determining the actual need for RESCON type resources, the type of skills competence and availability desired, and other specific qualifications. The questionnaires have since been returned and analyzed by the VTU.

Some of the comments by officers attending the briefings are of interest, either because of their frequent repetition or innovative thinking. Typical statements included:

- °A geographical breakdown of skills by region would allow greater use of personnel on inactive duty status by local units. (From a command with widely scattered units.)
- °A telephone or personal interview is essential. Long distance telephoning from or to areas without Autovon can be a problem.
- °Legal assistance for most JAG purposes requires a six month's break-in period for most lawyers (from a division JAG). Off-post legal assistance from reserve lawyers in their local communities remote from Marine activities looks particularly attractive for Marines who need legal services

while at home or in travel status or for their families while they are overseas (from same JAG).

°Lawyers are valuable for special assignments, even when on short term active duty (from a general officer).

°ADP personnel are heavily in demand for long or short term projects (many commands).

°Educators are needed for a variety of subjects (some subjects are most unexpected, like the activity that requested a reserve officer fluent in military Spanish; their many Spanish speaking personnel are unfamiliar with precise Spanish terminology applicable to nomenclature of military equipment and techniques.)

°Engineering, logistics, personnel, labor relations, human relations, and computer programming experts are especially needed (many commands).

°Budget and manpower details need clarification.  
Is a reserve officer consultant on Temporary Active Duty chargeable to the funding or manpower ceilings of his sponsor?

°The response time between time of request (time

of need) and time reservist reports for duty is critical. Reservists now are little considered for consultation on technical aspects of day to day staff problems because by the time they become available, the time for problem solving has long since passed (from most commands).

°Search, verification, selection and certification of a group of highly skilled reservists representing the most called-for civilian acquired technologies would be extremely valuable. This would be especially useful, if the reservists concerned can be placed under orders to render timely, short term consultations by phone or mail on demand. Each command would have a list of the specialties, names, addresses and business phone numbers. (Based on these frequent requests for streamlined procedures and reduced response times in obtaining the services of consultants, the VTU designed a concept called the Commandant's Board of Consultants, described in Section 3.)

°Publish a handbook of available reservists' mini-resumes for the use of commanders.

°Consider microfilm or aperture cards for cataloging miniresumes.

°Labor relations experts are needed to assist in arbitration with civilian employee groups; local public relations personnel to assist in community relations.

°Accuracy in resume evaluation is critical; there's nothing worse than getting an expert whom you have to train to do his job or who knows less about it than you do.

°Conflicts of interest must be considered. The reserve consultants' employers should be listed.

°This is a refreshing program; it is good to see that reserves are materially helping the Marine Corps, instead of holding out their hand. (The last half-dozen remarks are among those made by general officers.)

On the average, each command visited subsequently took time to describe and review four or five jobs, then on hand, which they believed would benefit from the services of a reserve consultant applying his civilian-acquired skill. Figures 7A through D are typical responses. These job descriptions were sincere acts of cooperation and/or belief in the potential viability of a RESCON system, because the staffs were informed in advance that the end result

# U S MARINE CORPS VTU 12-3

FLIGHT OPERATIONS BUILDING  
NAS MOFFETT FIELD CA 94035  
(415) 961-2418; AVN 462-5851

## RESERVE CIVILIAN SKILLS UTILIZATION PROJECT (RESOCU)

Complete a separate questionnaire for each project for which a qualified reservist consultant could make a beneficial contribution.

RESPONDENT INFORMATION	
1. Organization: FMFPAC G-3 FPO SAN FRANCISCO CALIF 96610	4. Using Activity: G-3 FMFPAC
2. Point-of-Contact Officer: COL. K. C. BARTON	5. User Staff or Project Officer: COL. R. HAESELE
3. Phone: (808) 43 39530	6. Phone: 808 43 39532


PROJECT OR IDEA ON WHICH YOU WOULD LIKE A CONSULTANT
<p>7. Title and Description</p> <p>HISTORY OF MARINE CORPS COMBAT ACTIVITIES IN VIETNAM 1972.</p> <p>RESEARCH OF AVAILABLE DOCUMENTS AT FMFPAC HQ AND WRITE HISTORICAL SUMMARY TO BE SUBMITTED TO HQ M.C.</p> <div style="text-align: right;">  </div>
<p>8. Time Factors: Desired Start Date (Soon as possible) Desired End Date (20 DEC 1972)</p> <p>Absolute Deadline ( ) Date firm ( ) negotiable (X) or Continuous Project ( )</p>
<p>9. Security Classification: SECRET Special Access Restricted TOP SECRET</p>
<p>10. Type of end-product expected from consultant:</p> <p>( ) Report (X) Other end product (describe below)</p> <p>( ) Recommendation ( ) How will completion be determined (describe below)</p> <p>( ) New Idea ( ) SOPs or procedures to be followed (describe below)</p>
<p>11. Remarks</p> <p>HISTORY TO BE SUBMITTED TO HQ MARINE CORPS.</p> <p>RESEARCH OF AVAILABLE DOCUMENTS AND WRITING OF THE HISTORY IS REQUIRED.</p>

Figure 7A Completed User Questionnaire



12. For this particular project, list the skill types and competency levels needed.

12a. Indicate skills and competency levels required.

12b. Repeat the code numbers of major fields and write in specific subfields if other than listed.

12c. If project concerns design, development or operations of combat or combat support systems, indicate subject, phase, and level of competency required.

KNOWLEDGEABLE      FULLY COMPETENT      AN A THOR (Ph or equal)

12b Typical Career Professions		12c Typical Development Items	
Code	Profession	Code	Development Item
01	Engineer Aero	01	Aviation MGT
02	Chemical	02	Missiles Backers
03	Civil	03	Multi-Phase Force Thruster
04	Electrical	04	Small Arms Ordnance
05	Electronic	05	Missile Munitions
06	Industrial	06	Laser Target Designator
07	Marine	07	Air Weapons Loader
08	Materials	08	Body, Vehicle Armor
09	Mechanical	09	Portable Bunkers
10	Mineral	10	Amphibious Landing
11	Ordnance	11	Aviation
12	Petroleum	12	ILS Remote Landing Syst
13	Safety	13	Armed Light Helos
14	Sanitary	14	STOL A/C Traffic
15	Utilities	15	Drones
16	Other	16	Airborne Ground Sensors
17	Architecture	17	Air Reconnaissance
18	Language	18	Ground Reconnaissance
19	Naval	19	Counterintelligence
20	Cartography	20	Image Interpretation
21	Geology	21	Battlefield Surveillance
22	Geophysics	22	Counter-Electronic
23	Geology	23	CCC Systems
24	Metallurgy	24	Radio Syst Equip
25	Metallurgy	25	Radar Syst Equip
26	Oceanography	26	Phone Syst Equip
27	Physics Atomic	27	Light Coding Scheduling
28	Accoustics	28	Display Monitors
29	Electromag	29	ADP Computer Science
30	Particles	30	Pre-3 Day war Bases
31	Mechanics	31	Amphibious Cargo Containers
32	Nuclear	32	Gulf Fuel System
33	Optics	33	Tank Drive Water
34	Solid State	34	Fire Fighting
35	Thermal	35	Med & Den Support
36	Other	36	Reads, Runways, Pads
37	Physical Science	37	Shelters Part Protected
38	Mathematics	38	Selection Enhancement
39	Statistics	39	Educ Instr Methods Equip
40	Computer Science	40	Computer Assisted Instr
41	Administration	41	Computer Force Struct
42	Program Mgmt	42	Manual Computer Programs
43	Oper Research	43	Improve ROT&E Admin Mgmt
44	Accounting	44	
45	Finance	45	
46	Accounting	46	
47	Personnel	47	
48	Investigation	48	
49	Criminal	49	
50	Air Safety	50	
51	Counterintelligence	51	
52	Quality Control	52	
53	Supply Mgmt	53	
54	Distribution	54	
55	Operations	55	
56	Transportation	56	
57	Traffic	57	
58	Air Traffic	58	
59	Mobility	59	
60	Civil Rights	60	
61	Economics	61	
62	Dev Plan	62	
63	Public Affairs	63	
64	Intell Relation	64	
65	Intelligence	65	
66	Geography	66	
67	History	67	
68	Psychology	68	
69	Sociology	69	
70	Social Work	70	
71	Other Soc Sci	71	
72	Contract Admin	72	
73	Strategy	73	
74	Physiology	74	
75	Entomology	75	
76	Forestry	76	
77	Sci Science	77	
78	Human Factors	78	
79	Medicine	79	
80	Nutrition	80	
81	Hosp Admin	81	
82	Veterinary Science	82	
83	Patent Copyright	83	
84	Legal	84	
85	Law Enforcement	85	
86	Educ Research	86	
87	Teaching	87	
88	Admin	88	
89	Tech Writing	89	
90	Tech Editing	90	

12b Subfields & Specialties of Above

13. Location of work:  
 (X) must be performed at user activity  
 ( ) may be performed at his base, home or office  
 ( ) may be performed primarily at his base, home or office provided frequent ( ) occasional ( ) liaison is maintained by letter ( ) phone ( ) visits ( )

14. Number all acceptable methods reserve officers may use to accomplish this project in order of preference:  
 (1) Active duty (1 to 3 years)  
 (2) Temporary Active Duty (1 to 3 months)  
 (3) ATD (1 to 3 weeks)  
 (4) Temporary w/o Pay and Allowances  
 (5) Additional GPCR Skills  
 (6) Assigned as a VTU project  
 (7) Additional VTU meetings  
 (8) At base, office or home for retirement pts  
 (9) At base, office or home without EICQ pts  
 (10) Other

15. If multiple skills are listed in 12 above, it is essential (X) not essential ( ) that a single reservist possess all skills. A team approach is ( ) is not ( ) appropriate.

16. If the project must be accomplished at your base, which of the following appropriate services be supplied?  
 (1) Computer Services (2) Production  
 (3) Technical Lab (4) Document Security  
 (5) Other (Specify)

Figure 7B

# U S MARINE CORPS VTU 12

FLIGHT OPERATIONS BUILDING  
NAS MOFFETT FIELD CA 94035  
(415) 961-2418; EXT. 462-5051

22

## RESERVE CIVILIAN SKILLS UTILIZATION PROJECT (RESCON)

Complete a separate questionnaire for each project for which a qualified reservist consultant could make a beneficial contribution.

RESPONDENT INFORMATION	
1. Organization:  Headquarters Marine Corps	4. Using Activity:  Administrative Division (Code ABA)
2. Point-of-Contact Officer: Head, Management Engineering Br.	5. User Staff or Project Officer: Same as #2
3. Phone: (415) UX4-1482 AUTOVON 224-1482	6. Phone: Same as #3

PROJECT OR IDEA ON WHICH YOU WOULD LIKE A CONSULTANT
7. Title and Description <u>MANAGEMENT SURVEY OR ANALYSIS</u>  The Management Engineering Branch, Administrative Division continually performs management surveys or analyses for requesting agencies within HQMC. These surveys are usually undertaken to resolve internal management problems concerning organization, workflow, staffing, system utilization, etc and are based upon an analysis of how the requesting agency is performing its assigned function. In addition, specific analyses are undertaken for Forms, Reports, Documentation and Microform Management as the need occurs.  It is envisioned that Reserve civilian skills could be utilized in any or all of the areas listed above as the need arises. However, at this time, no specific project can be identified.
8. Time Factors: Desired Start Date (unknown ) Desired End Date (unknown ) Absolute Deadline ( N/A ) Date firm ( ) negotiable ( ) or Continuous Project ( )
9. Security Classification: NONE Special Access Required? NO
10. Type of end-product expected from consultant: (X) Report ( ) Other end product (describe below) (X) Recommendation ( ) How will completion be determined (describe below) (X) New Idea (X) SOPs or procedures to be followed (describe below)
11. Remarks  The procedures for conducting a management survey are contained in NAVMC 2645, The Management Survey.

12. For this particular project, list the skill types and competency levels needed.

12a. Repeat the core numbers of major fields and write in specific subfields if other than listed.

12b. If project concerns design, development, operations, or combat or support systems, indicate project phase, and level of competency required.

2 KNOWLEDGEABLE 3 FULLY COMPETENT 4 AN AUTHORITY (PhD or equal)

12a. Typical Civilian Professions		12b. Typical Development Items	
01	Engineering	01	Aviation, NUT
02	Chemical	02	Missiles, Rockets
03	Civil	03	Multiple Phase Transport
04	Electrical	04	Small Arms Grenades
05	Electronic	05	Machine Guns
06	Industrial	06	Lead Target Designer
07	Marine	07	Air Support Leader
08	Materials	08	Small Arms Ammunition
09	Mechanical	09	Paratrooper
10	Mining	10	Small Arms Ammunition
11	Ordnance	11	Small Arms Ammunition
12	Paratrooper	12	Small Arms Ammunition
13	Safety	13	Small Arms Ammunition
14	Sanitary	14	Small Arms Ammunition
15	Utilities	15	Small Arms Ammunition
16	Other	16	Small Arms Ammunition
17	Architecture	17	Small Arms Ammunition
18	Landscaping	18	Small Arms Ammunition
19	Naval	19	Small Arms Ammunition
20	Cartography	20	Small Arms Ammunition
21	Geology	21	Small Arms Ammunition
22	Geophysics	22	Small Arms Ammunition
23	Geology	23	Small Arms Ammunition
24	Metallurgy	24	Small Arms Ammunition
25	Metallurgy	25	Small Arms Ammunition
26	Metallurgy	26	Small Arms Ammunition
27	Metallurgy	27	Small Arms Ammunition
28	Metallurgy	28	Small Arms Ammunition
29	Metallurgy	29	Small Arms Ammunition
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92	Metallurgy	92	Small Arms Ammunition
93	Metallurgy	93	Small Arms Ammunition
94	Metallurgy	94	Small Arms Ammunition
95	Metallurgy	95	Small Arms Ammunition
96	Metallurgy	96	Small Arms Ammunition
97	Metallurgy	97	Small Arms Ammunition
98	Metallurgy	98	Small Arms Ammunition
99	Metallurgy	99	Small Arms Ammunition
100	Metallurgy	100	Small Arms Ammunition

12c. Subfields & Specialties of Above

13. Location of work:  
 ( ) must be performed at user activity  
 ( ) may be performed at his base, home or office  
 ( ) may be performed primarily at his base, home or office provided frequent ( ) occasional ( ) liaison is maintained by letter ( ) phone ( ) visits ( )

14. If multiple skills are listed in 12 above, it is essential ( ) not essential ( ) that a single reservist possess all skills. A team approach is ( ) is not ( ) appropriate.

15. Number all acceptable methods reserve officers may use to accomplish this project in order of preference:  
 (1) Active duty (1 to 3 years)  
 (2) Temporary Active Duty (1 to 3 months)  
 (3) ATD (1 to 3 weeks)  
 (4) Temporary w/o Pay and Allowances  
 (5) Additional ODCR drills  
 (6) Assigned as a TV project  
 (7) Additional TV meetings  
 (8) At base, office or home for retirement plan  
 (9) At base, office or home without EIOD plan  
 (10) Other

16. If the project must be accomplished at your home, which of the following appropriate services be supplied:  
 (1) Computer Services  
 (2) Technical Lab  
 (3) Production  
 (4) Document Security  
 (5) Other (specify)

of their effort would only be words in a report and not the ordering of qualified reservists to their assistance, since there was, as yet, no operable system for this purpose. Yet most of the job descriptions were prepared with sufficient care to demonstrate the reality of the situation and genuine need. Figure 8 shows the type of duty and length of service desired by users for reserve consultants.

All active duty commands visited provided positive and definite indication that their staff and project officers could make beneficial use of reservists who volunteer specified civilian-acquired skills. FMF organizations (at division/wing staff levels and above) and Supporting Establishment commands (at all levels) indicated reservist consultants could be effectively employed on significant projects. It was also evident that two types of consultants were desirable:

- a) Active Duty Reserve Consultants (ADRC) who could be used for special studies or duties in their skill category to respond to non-time-sensitive user requirements.
- b) Special consultants who could be contacted primarily by phone to give answers to time-sensitive questions or references to put a user on the right track in solving a particular problem. (This group was later described as the Commandant's Board of Consultants; CBC.)

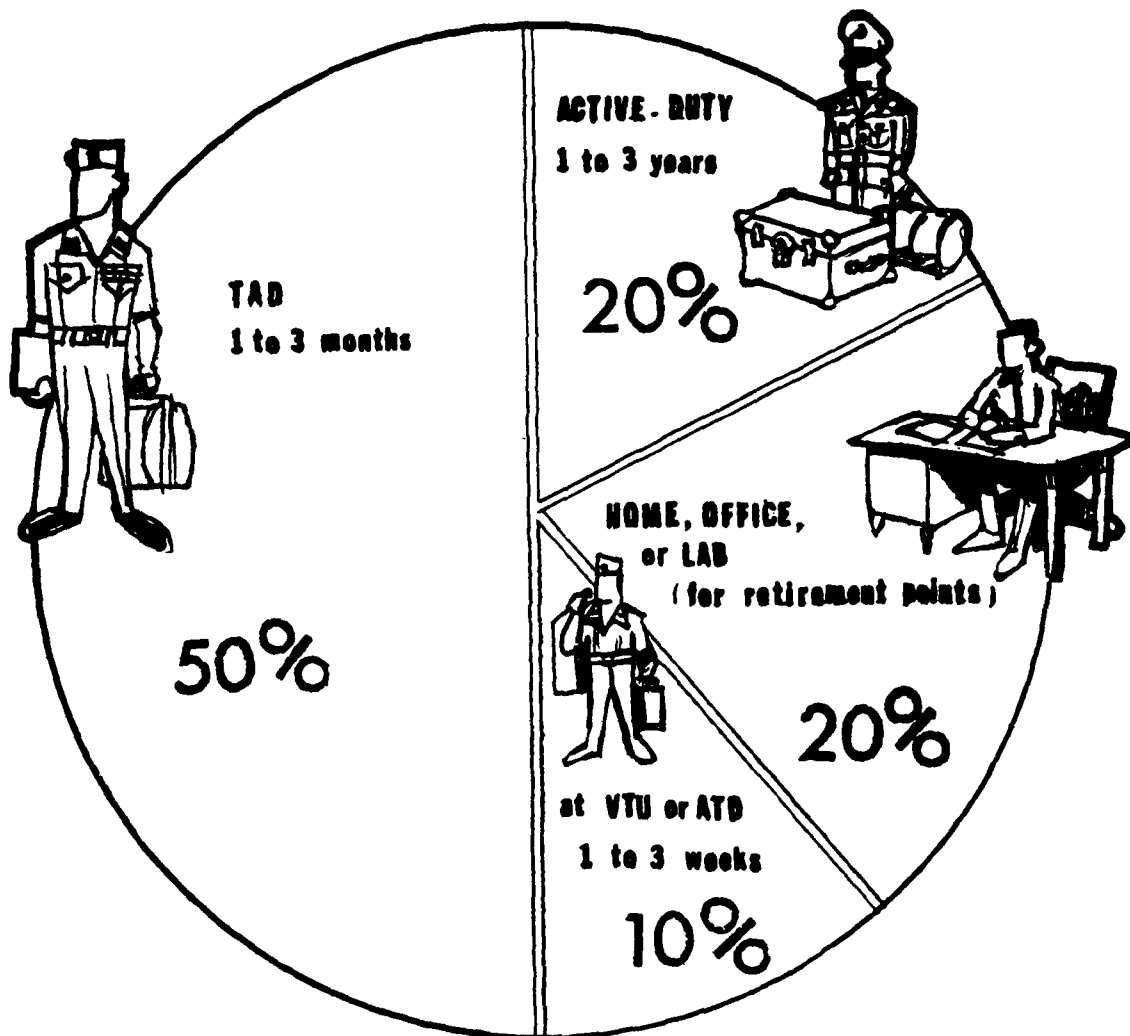


Figure 8 Type and Length of Duty Required by User ■

The requests noted in Figures 7A through D could be performed without active duty by a RESCON consultant.

Visits were made by members of VTU 12-3 to MCRFAA and HQMC to determine if existing systems could be utilized to provide reservist skill search and muster for user requirements.

The visits to CO, MCRFAA (Class III) at Kansas City revealed several significant facts:

°The Reserve Personnel Management and Information System (REPMIS) program does not provide sufficient data concerning a reservist's civilian occupation to in any way determine either (1) his suitability to provide specific services to a USMC activity based on his civilian acquired skills or (2) his willingness to volunteer these skills. (In many instances, the abridged DOT Code used is misleading, and in other instances, the occupation shown is totally incorrect, despite a correct description provided in the reservist's annual screening questionnaire.)

°The REPMIS computer program is old, relatively inflexible and cannot be readily modified to accept much in the way of new types or quantities of data.

°The computer equipment used at MCRF is first rate and, properly programmed, is capable of providing all data required for reservists.

°A committee, chaired by CMC (Code RES) as program manager, had been established to recommend revisions to or a new program in lieu of REPMIS. (At that time completion of the new program for review was scheduled for the same time as completion of the first RESCON study.)

The visits to the Division of Reserve at HQMC also revealed some pertinent facts:

°Methods currently available to identify reservists with unusual skills needed temporarily by USMC activities and who are willing to volunteer the use of their skills for this purpose, are inadequate.

°Methods currently exist to order identified reservists who volunteer their special civilian acquired skills to various kinds of duty suitable to the reservist and the using command. While these methods, developed for other purposes, are adequate, they could be significantly improved with only minor changes.

°The response time between which the USMC activity identifies a temporary need for a special skill and the time a reserve officer who meets the qualifications can be identified and issued pertinent orders is excessive. So much so in fact, that in most instances the need for the service may be well past prior to the time a well qualified individual can be located and provided with orders. For this reason, most commands give no thought to using reservists for short term, technical consulting needed in the immediate time frame.

°Though not currently used, there are simple procedures applicable by which prescreened reservists, among whom are experts in all major technical skills, could be available to serve as consultants to any authorized USMC activity within minutes after a skill need is identified.

°Funds are very limited for those experts who cannot accomplish their assigned projects, without being brought on Temporary Active Duty with pay, allowances, travel and per diem.

It was concluded that it would be necessary to design a special system to provide the two kinds of consulting service



desired by USMC users.

## 1.2 RESCON SYSTEM CONFIGURATIONS PROPOSED

Having established the existence of both the available skills and the beneficial uses, the VTU next examined procedures and conditions under which the skills and the needs could be brought together. It was determined that existing procedures were applicable and were being used for this purpose in limited instances. These procedures were inhibited by the limited budget, by the lack of awareness in the FMF and Supporting Establishment that reservists are willing to volunteer their civilian-acquired skills, and, especially, by the lack of effective methods for quickly locating the reservists available and best-qualified in specified civilian skills and obtaining their services on an immediate basis.

The VTU then examined three RESCON System Concepts designed to enhance effective and beneficial utilization of the reservists volunteered civilian-acquired skills. The first was a fully automated system patterned after the Lockheed Personnel Information and Capability (PIC) System, the second was a transitional manual system designed for automation compatibility and the third was a simple manual system that could be operated by a regular or reserve unit without access to computers. All three systems provided for a CBC "Quick Response" consultant service in addition to active duty consultants.

### 1.2.1 Automated RESCON System

The Automated RESCON System was patterned after the Lockheed PIC System which had an initial cost of \$60,000 in 1968 and has been in continuous use for 7 years. The annual yearly cost to operate the system is \$34,000. It requires only two people, part-time, to operate the system for the 19 major divisions of Lockheed (approximately 60,000 employees). These two people typically conduct 13 searches per week out of a possible 99 per week maximum. The system holds 30,000 records with 960 bytes each, it can "or" horizontally and vertically and encompasses almost all search arguments including a "minimum" and "maximum" capability. (This means that a user can say, "I want a minimum of 8 years experience and a maximum of 20 years, etc.")

The PIC System has been de-bugged in its seven years of use, can be operated manually if necessary, and is compatible to existing USMC computers (IBM 360H, Model 40H or larger) of which the Marine Corps has 13. The PIC System's output can take the following forms:

- °Profile resumes in tab form (miniresume)
- °One line resumes (synopsis)
- °Mass profiles (total dump)
- °Monthly status of submittals and updates to show system usage.

In addition, the PIC User's Manual Instructions and Job Descriptors could be converted easily to a Marine Corps

format to accommodate a RESCON System.

Members of VTU 12-3 approached Lockheed Missiles & Space Company to explore the possibility of obtaining the PIC System software at no cost to the Marine Corps. Both the company counsel and manager of the Cognizant Data Processing organization had no objection. In fact, a representative of the latter who donated his time to brief the VTU representatives suggested that the software could be transmitted over the Air Force Satellite Test Center Autodin Network to Marine DPI #17 (MCASC) during one night shift. The VTU broke off further pursuit of this possibility when CMC (RES) RESCON project monitors recommended that a manual system be developed and tested before considering an automated approach. This decision was based upon the CMC (RES) recommendation that an additional load should not be assigned to MCASC at that time, since MCASC was deeply involved in REPMIS problems.

#### 1.2.2 Transitional Manual RESCON System

The transitional system, although manual, utilized the same forms as the automated system and its format was designed to permit easy transition to an automated system by merely keypunching the data for computer input. Since it required a full-time operating organization and was relatively expensive to run, CBC (RES) determined that it would be unwise to implement it initially. Instead, CBC decided to structure the system so that it could be performed by a regular or re-

serve unit (VTU) without access to computer automation to prove the concept. After it has operated successfully for a given period of time, it can either be incorporated in some future version of REPMIS or can be operated as a parallel automated system.

### 1.2.3 Simple Manual RESCON System

The Simple Manual RESCON System, as described in Section 2 incorporates all of the salient features of the automated and transitional systems but, since it is designed to be operated at the minimum facility level (a VTU) the burden of searching for the desired skill is shifted to the user from the RESCON Center. This is accomplished by enlarging the user's manual to contain the reservists resumes, rather than skill descriptors, for both CBC and ADRC members.

In the resulting system, the user must screen the resumes, determine the most promising candidates, examine them for possible conflicts of interest, determine their availability and make the final selection. (In the other two system configurations, much of the screening is done either by the machine or by the RESCON Center personnel.) The primary mission, to provide reserve consultants to Marine Corps users, however, is adequately accomplished by the simple system at an acceptable cost to the Marine Corps.

## Section 2

### MANUAL RESCON SYSTEM DESIGN

The Manual RESCON System provides for direct user/consultant transactions which minimizes external involvement and assures the user he is obtaining the kind of consultant he desires. Employing a User's Manual with its resume lists, the user selects appropriate reserve consultants, stacks them in apparent order of interest, and telephones them to verify the appropriateness of their skills and the availability of their services. In the interest of economy, a Volunteer Training Unit (VTU) can man and operate a RESCON Center which services the system. The RESCON Center functions primarily as an administrative office and secondarily as a user information resource facility.

The distinguishing features of the RESCON System are:

- °RESCON Resumes (Figure 9) are incorporated into the User's Manual, in full-page formats for CBC members and in abbreviated format for the ADRC system.

- °The burden of consultant selection and transaction

## MARINE CORPS RESERVE CONSULTANT RESUME

1. NAME (LAST, FIRST, INITIAL) <b>Bingham, Carleton D.</b>		2. GRADE <b>COLONEL</b>	3. DATE <b>11/18/74</b>
4. MAILING ADDRESS <b>34 Sullivan Way East Brunswick, NJ 08816</b>			5. HOME PHONE <b>201 828-9423</b>
6. SOCIAL SECURITY # <b>546-34-0397</b>	7. RESERVE UNIT <b>None</b>	8. BILLET IN UNIT <b>None</b>	9. BUSINESS PHONE <b>201 247-0200</b>
10. LENGTH OF MILITARY SERVICE TO NEAREST YEAR ENLISTED ( <b>3</b> ), COMMISSIONED ( <b>24</b> ), ACTIVE DUTY ( <b>2</b> ), COMBAT DUTY ( <b>1</b> ), TOTAL ( <b>27</b> )			
11. Yr. Of Birth <b>1929</b>			
12. MOS PRIMARY <b>9906</b> SECONDARY <b>0802</b> TERTIARY <b>5702</b>	13. DEGREE <b>AB</b> <b>PhD</b>	YR. MAJOR <b>50 Chem. Math</b> <b>59 Nucl. Chem</b>	14. Other Educa. Trng <b>Exec. Mgt.</b>
15. I CAN SUPPLY MY OWN NEEDS FOR <input checked="" type="checkbox"/> Typing <input type="checkbox"/> Literature <input checked="" type="checkbox"/> Reproduction <input type="checkbox"/> Computer <input checked="" type="checkbox"/> Document Security <input checked="" type="checkbox"/> Laboratory			
16. NAME OF CURRENT FIRM OR EMPLOYER <b>USAEC, New Brunswick Laboratory</b>		17. TYPE OF BUSINESS <b>Chemistry of Nuclear Materials</b>	
18. POSITION, FUNCTIONAL TITLE, PRINCIPLE DUTIES AND DATE <b>Laboratory Director, Technical &amp; Admin. Direction: 1971-present</b>		19. CURRENT SKILLS PRACTICED <b>Tech Mgr., Anal Chemist; Nucl Chemist</b>	
20. PREVIOUS POSITIONS, FUNCTIONAL TITLES, DUTIES AND DATES <b>Project Manager, Fast Reactor Chemistry- Estab. Plutonium Labs 1968-71 Lab. Mgr., Tech. Dir. Research &amp; Support 1961-68 Sr. Research Chemist-Fuels &amp; Matrls. 1959-61 Sr. Radiological Safety Engr., 1953-59</b>		21. SKILLS PRACTICED (LAST FIRST) <b>Tech. Mgr., Research Chemist, Radiochemistry, Health Physics, Nuclear Chemist</b>	
22. AVOCATIONAL SKILLS <b>Basketball, Softball, Volleyball, Choral Music, Auto Mechanic</b>		23. NUMBER OF TECHNICAL PUBS. <b>25</b> Date (Year of Last Publication) <b>74</b> I (have) <b>XXXXX</b> attached a list	
24. MY CONSULTING SKILLS: (WRITE SKILL; ENCIRCLE TERMS) PRIMARY SKILL <b>Radiochemistry</b> Related Degree NONE BACH. MASTER <b>DOCTOR</b> Years Related Experience 0-1 2-4 5-9 <b>10</b> Level in Profession LOW MED HIGH <b>EXPERT</b> Years Since Last Worked 10+ <b>9-5</b> 4-2 1-0 SECONDARY SKILL <b>Analytical Chemistry</b> Related Degree NONE BACH. MASTER <b>DOCTOR</b> Years Related Experience 0-1 2-4 5-9 <b>10</b> Level in Profession LOW MED HIGH <b>EXPERT</b> Years Since Last Worked 10+ 9-5 <b>4-2</b> 1-0 TERTIARY SKILL <b>Health Physics</b> Related Degree NONE BACH. MASTER <b>DOCTOR</b> Years Related Experience 0-1 2-4 <b>9-5</b> 10+ Level in Profession LOW MED <b>EXPERT</b> Years Since Last Worked <b>9-5</b> 4-2 1-0 QUATERNARY SKILL <b>Technical Management</b> Related Degree <b>DOCTOR</b> BACH. MASTER DOCTOR Years Related Experience 0-1 2-4 <b>9-5</b> 10+ Level in Profession LOW MED <b>EXPERT</b> Years Since Last Worked 10+ 9-5 4-2 1-0		25. SPECIALTIES, SUBFIELDS, KEY WORDS: <b>Gamma-Ray Spectrometry; Radiation Dosimetry; Radiation Protection</b>	
		26. HONORS, PROFESSIONAL SOCIETIES, LISTINGS <b>Who's Who in Science; American Men of Science, AAAS, ACS, ASTM, HP, RESA, Sigma XI</b>	
		27. COMMENTS	

3013

• CHEMIST  
• SECRET CL  
• NAC 11JUN68  
• PERD MARK

Figure 9

2-2

rests with the user.

°The RESCON Center functions primarily as an administrative facility and, additionally, as a user information resource facility. Manned by a VTU, the RESCON Center has no full-time personnel, but does have a telephone recording system and one-day response capability.

°Production and maintenance of the User's Manual is a function of the RESCON Center (Figure 10).

In order to provide daily voice communication service to commands in all CONUS Time Zones, the VTU will alter the typical drill procedure of one night per week or one weekend per month so that VTU watches will meet each night. Such nightly meetings of a VTU RESCON Center located in any CONUS Time Zone permits daily communications but not during conventional active duty establishment working hours. Since the system must respond to commands in all CONUS Time Zones, the RESCON Center should be open from 1300 to 1700 PST or 1600 to 2000 EST. In the event that these hours are impractical for VTU personnel assigned, a telephone answering machine (such as The Century, Mode TAD-10RVB-Figure 11), is employed which allows a caller to leave messages. Receipt of input is available on a 24-hour basis. Response is scheduled within the next working day.

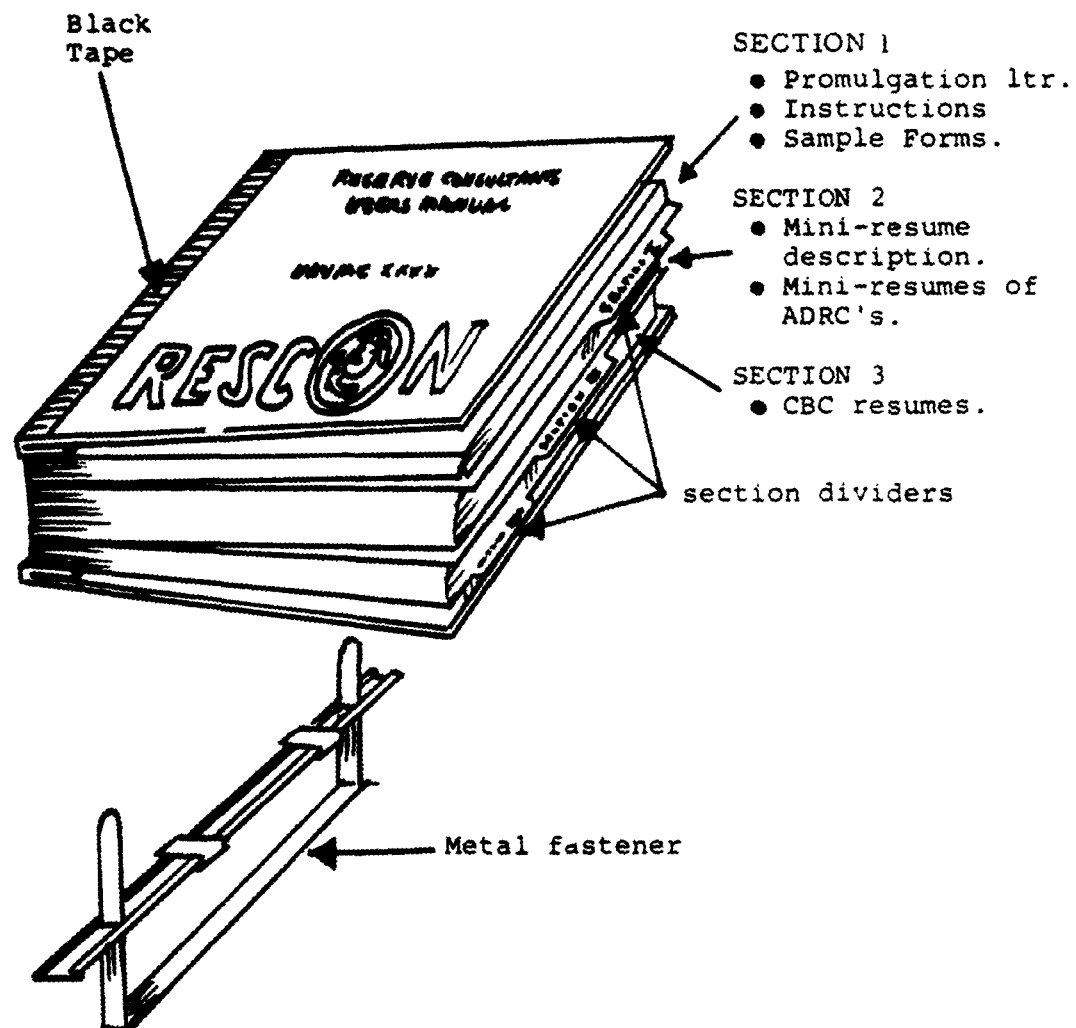


Figure 10  
USERS MANUAL



## The CENTURY / Model TAD-10RVB

The ultimate in automatic telephone answering and recording systems. A completely transistorized push button secretary and phone message service which faithfully records all incoming calls, delivers any message you desire to callers, will take unlimited number of messages, and delivers them to only you, from any phone in the world by remote control.

### FEATURES:

- Exclusive pocket DECORDER®. Call from any phone in the world for messages.
- Announce only or incoming record, switch selected.
- Incoming message time preset or voice actuated, switch selected.
- Adjustable ring delay, answers from 1-5 rings.
- Silent operation or amplified monitor, switch selected.
- Telephone conversation recording capabilities.
- Rapid Rewind
- Finest audio quality in the industry.
- Total Concept Remote Control.  
With only one telephone call you can Backspace, Stop, Start, Repeat, Store or Reset message tape from any telephone anywhere in the world.
- Provisions for optional multi-line selector which enables unit to service more than one line.
- 3 outgoing announcement channels, switch selected.

### USE AS A SECRETARY

- Aside from its message-taking ability, your Record-A-Call® may be operated as a dictating unit, useful for those who have "part-time" secretaries, or members of the family who may later transcribe letters and messages stored on the instrument.
- Tape end release — when tape is full, unit converts to announce only automatically, giving ability to restart remotely.

Your nearest Record a Call dealer is:

**Automated  
answering  
systems**

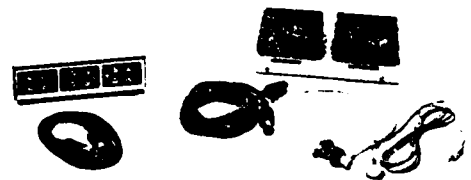
2156 THE ALAMEDA  
SAN JOSE, CA. 95126  
(408) 247-9997

### SPECIFICATIONS:

Power Requirement	115-120 volts 50/60 Hz
Power Output	3 watts
Power Consumption	3 watts in standby, 30 watts operating
Announce Deck	Capstan Drive, Repeater Tape, Tape Speed 3 1/4 IPS — Wow & Flutter less than 0.5% RMS
Message Deck	Capstan Drive, Tape Speed 3 1/4 IPS — Wow & Flutter less than 0.7% RMS — Uses standard 1/4" Recording Tape, Incoming Message recording time 12 hours.
Recording	AC Bias — 100% Solid State Printed Circuit Design.
Frequency Response	Frequency Response Level from 75-10,000 Hz ±3 db
Microphone	Dynamic Microphone
Loudspeaker	Permanent Magnet Speaker
DECORDER®	Remote Transmitter — Electronic solid state, micro-tork, frequency stabilized.
Dimensions	14 1/2" wide X 11 1/2" long X 4" high
Weight	15 lbs. 7 oz.

UL listed, C.S.A. approved.

Model TAD-10V does not include DECORDER®.



MLC-3 Multi-line adapter

FP-2 Transcribing accessories.

# Record a Call®

ST. A. D. AVANTI, INC., 14700 JUNT, CALIF.  
UNITED STATES AND CANADIAN DISTRIBUTOR

## 2.1 UTILIZATION PROCEDURE (ADRC)

The typical method for an active duty user to obtain the consulting services of a reservist qualified in a civilian-acquired profession is diagrammed in Figure 12.

### Active Duty Reserve Consultant (ADRC) System Flow

- °Step 1. User desiring the services of a reservist consultant obtains a User's Manual from GI/Manpower Officer.
- °Step 2. Since RESCON Manual contains both CBC and ADRC candidates, he contacts either a CBC consultant for a quick answer to a technical question or an ADRC consultant to determine his qualifications and availability for duty. A telephone check-off list form is provided in the manual.
- °Step 3. User determines if the consultant has a potential conflict of interest. He should not be asked to consult on any project in which he or his company has a financial interest.
- °Step 4. User notifies Manpower Officer of his choice of consultants.
- °Step 5. Manpower Officer sends request for orders to CMC (Code RESP).

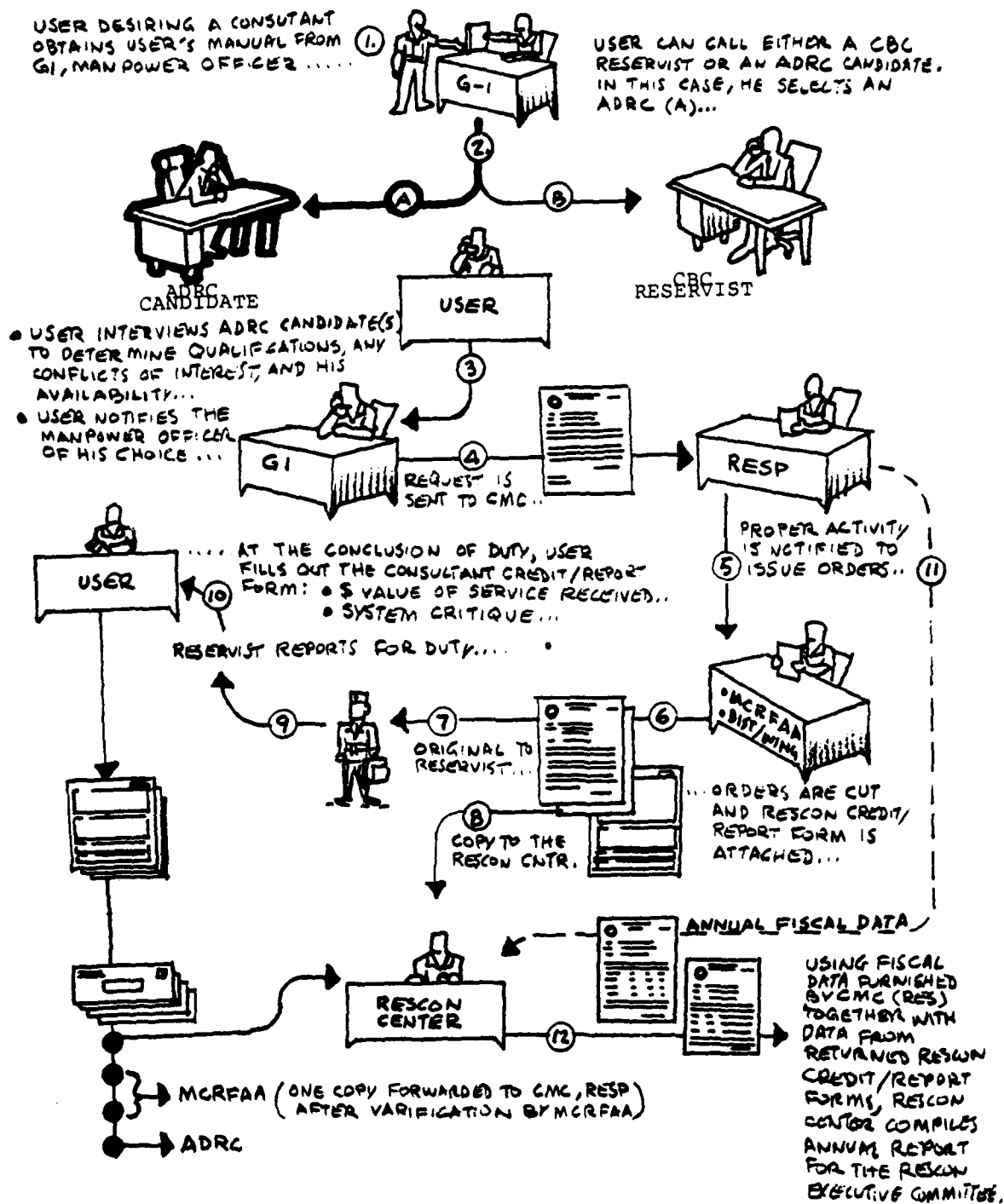


Figure 12  
Active Duty Reserve Consultant (ADRC) system  
2-7

- °Step 6. RESP notifies the proper activity to issue orders.
- °Step 7. Orders cut include a RESCON Consultant Credit/Report Form (Figure 13).
- °Step 8. Original orders sent to the reservist.
- °Step 9. Copy sent to the RESCON Center.
- °Step 10. ADRC consultant reports for active duty.
- °Step 11. On completion of duty, user fills out Consultant Credit/Report Form, listing the value of service received and providing system critique.
- °Step 12. User mails two copies to MCRFAA, one copy to ADRC.
- °Step 13. MCRFAA records credits and forwards one copy to CMC (Code RESP) for review and insertion in officer case files.
- °Step 14. RESCON Center compiles annual report for RESCON Executive Committee. This committee determines dollar savings to the USMC and possible system improvements.

## 2.2 RIGHTS TO DATA

The outputs of the ADRC and CBC members can be verbal

JOB # 000010

## RESCON CONSULTANT CREDIT REPORT

NOTE: TYPE OR  
USE BALLPOINT PEN

A. CONSULTANT USE							
CONSULTANT'S LAST NAME	FIRST	MIDDLE	GRADE	SSN	PHONE (BUS)	PHONE (HOME)	
ADDRESS			CITY	STATE	ZIP CODE	DATE(S) OF CONSULTATION	
SKILL CATEGORIES UTILIZED							
CONSULTING FUNCTION REQUESTED (FIRST BOX) ... PERFORMED (2ND BOX)							
<input type="checkbox"/>	<input type="checkbox"/>	ADVISE, PROPOSE, RECOMMEND		<input type="checkbox"/>	<input type="checkbox"/>	REVIEW, SURVEY	
<input type="checkbox"/>	<input type="checkbox"/>	ANALYSE, EVALUTE, STUDY		<input type="checkbox"/>	<input type="checkbox"/>	OTHER _____	
<input type="checkbox"/>	<input type="checkbox"/>	TRANSLATE					
<input type="checkbox"/>	<input type="checkbox"/>	WRITE REPORT					
CONSULTATION PERFORMED (NARRATIVE) CONTINUE IN SECTION E ON REVERSE, IF NECESSARY.							
RETIREMENT CREDIT CLAIMED: ONLY ONE POINT MAY BE AUTHORIZED FOR 4 HOURS OF CONSULTATION				<input type="checkbox"/>	I CERTIFY THAT THE ABOVE INFORMATION IS ACCURATELY STATED		SIGNATURE _____ DATE _____

B. USER USE							
USER LAST NAME	FIRST	MIDDLE	GRADE	SSN	MOS	PHONE (COMM OR AUTOVON)	
ORGANIZATION							
CONSULTATION EVALUATION: COMMENTS				<input type="checkbox"/> SATISFACTORY	<input type="checkbox"/> UNSATISFACTORY	WAS THIS TRANSACTION COMPLETE? YES <input type="checkbox"/> NO <input type="checkbox"/> N/A <input type="checkbox"/>	
SYSTEM EVALUATION: COMMENTS				<input type="checkbox"/> NO PROBLEMS, DELAYS	<input type="checkbox"/> MINOR PROBLEMS	<input type="checkbox"/> UNSATISFACTORY	
ESTIMATED SAVINGS USER'S TIME (HRS OR PORTION)				<input type="checkbox"/> a.	SAVINGS ESTIMATE SCALE: • SR. SCIENTIST - \$500/DAY or PART • ELECTR. ENGR - \$150-200/DAY • MECHAN. ENGR - \$100-200/DAY • CHEMIST - \$100-200/DAY • COMPT. ANALY - \$200/DAY • COMPT. PROG. - \$80-150/DAY • PUBLIC REL. - \$100-200/DAY • ARCHITECT - \$100-200/DAY • BIOLOGIST - \$80-160/DAY • PETROL. ENGR - \$150-200/DAY • LAWYER - \$75-95 HR • ADMINISTRATOR - \$10-15 HR • TECHNICIAN - \$5-15 HR • ECOLOGIST - \$25-50/HR		
5 SAVINGS (SEE SCALE RIGHT)				<input type="checkbox"/> b.			
OTHER SAVINGS ....				<input type="checkbox"/> c.			
a. CONSIDER TIME THAT WOULD HAVE BEEN SPENT TO REQUEST, JUSTIFY AND ADMINISTER AN OUTSIDE CONTRACT. b. SEE ALSO BASE PURCH. OFF RATE SCALES. c. SAVINGS RESULTING DIRECTLY FROM THE CONSULTATION.							

C. MCRFAA USE					
RECORDERS LAST NAME	FIRST	MIDDLE	GRADE	POINTS AUTHORIZED	DATE RECORDED

D. RESCON USE				
ADMINISTRATOR'S LAST NAME	FIRST	MIDDLE	DATE RECORDED	ADJUSTED USER'S SAVINGS
COMMENTS:				

Figure 13

2-9A

TAPE OR  
STAPLE

(PREPRINTED ADDRESS)

OFFICIAL BUSINESS  
PENALTY FOR PRIVATE USE \$300



Postage and Fees Paid  
Department Of The Navy  
DOD 317

B6-2

E. ADDITIONAL COMMENTS (CONT.)

opinions, written reports, computer printouts, photographs (movie and/or still), magnetic recordings, or other formats. Neither the ADRC nor the CBC members have rights to this data and the user is responsible for either retaining or otherwise disposing of it. The RESCON Center will not maintain a repository for ADRC/CBC output.

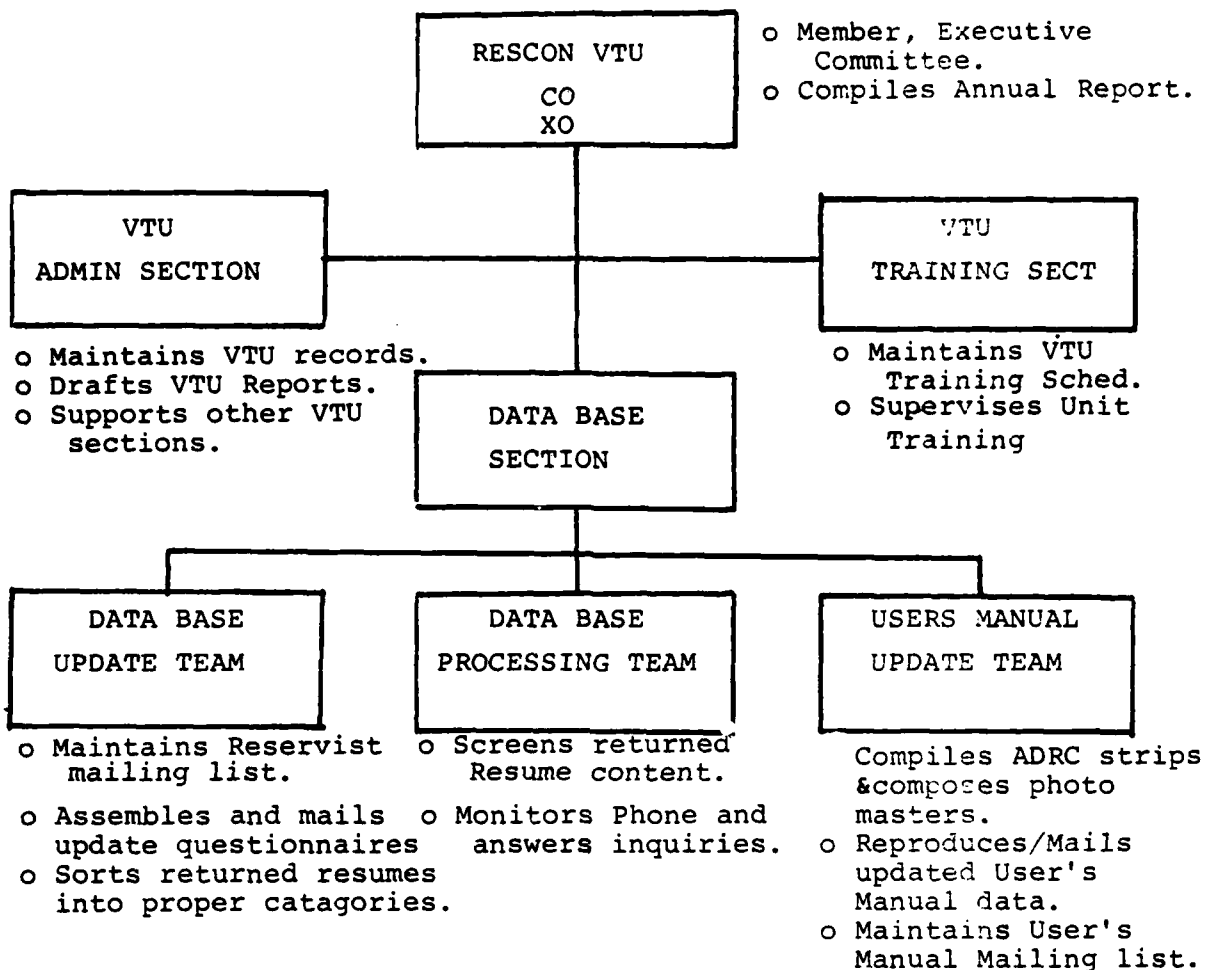
### 2.3 RESCON CENTER ORGANIZATION AND FUNCTIONS

The RESCON Center, when operated by a VTU, is divided into three sections (Figure 14).

- °the Administrative Section
- °the Training and Recruiting Section
- °the Data Base Section which includes:
  - Data Base Update Team
  - Data Base Processing Team
  - User's Manual Update Team

The Data Base Update Team maintains the mailing list of reservists, assembles and mails the data base update questionnaires, and sorts all returned resumes into the proper professional and technical skill categories (Figure 15).

The Data Base Processing Team screens consultant qualification inputs for error and redundancy and classifies the contents of the resumes and mini-resumes (Figure 16) for use in the User's Manual and files. User's questions are directed to this team for special consultant information.



RESCON CENTER MANNING SCHEDULE						
	MON	TUE	WED	THU	FRI	SAT
o VTU ADMIN SECTION.....						●
o VTU TRAINING SECTION.....						●
o DATA BASE SECTION.....						●
o USER'S MANUAL UPDATE TEAM.....						●
o DATA BASE PROCESSING TEAM #1..	●					
o DATA BASE PROCESSING TEAM #2..		●				
o DATA BASE PROCESSING TEAM #3..			●			
o DATA BASE PROCESSING TEAM #4..				●		
o DATA BASE PROCESSING TEAM #5..					●	

Figure 14  
MANUAL SYSTEM RESCON CENTER  
2-11



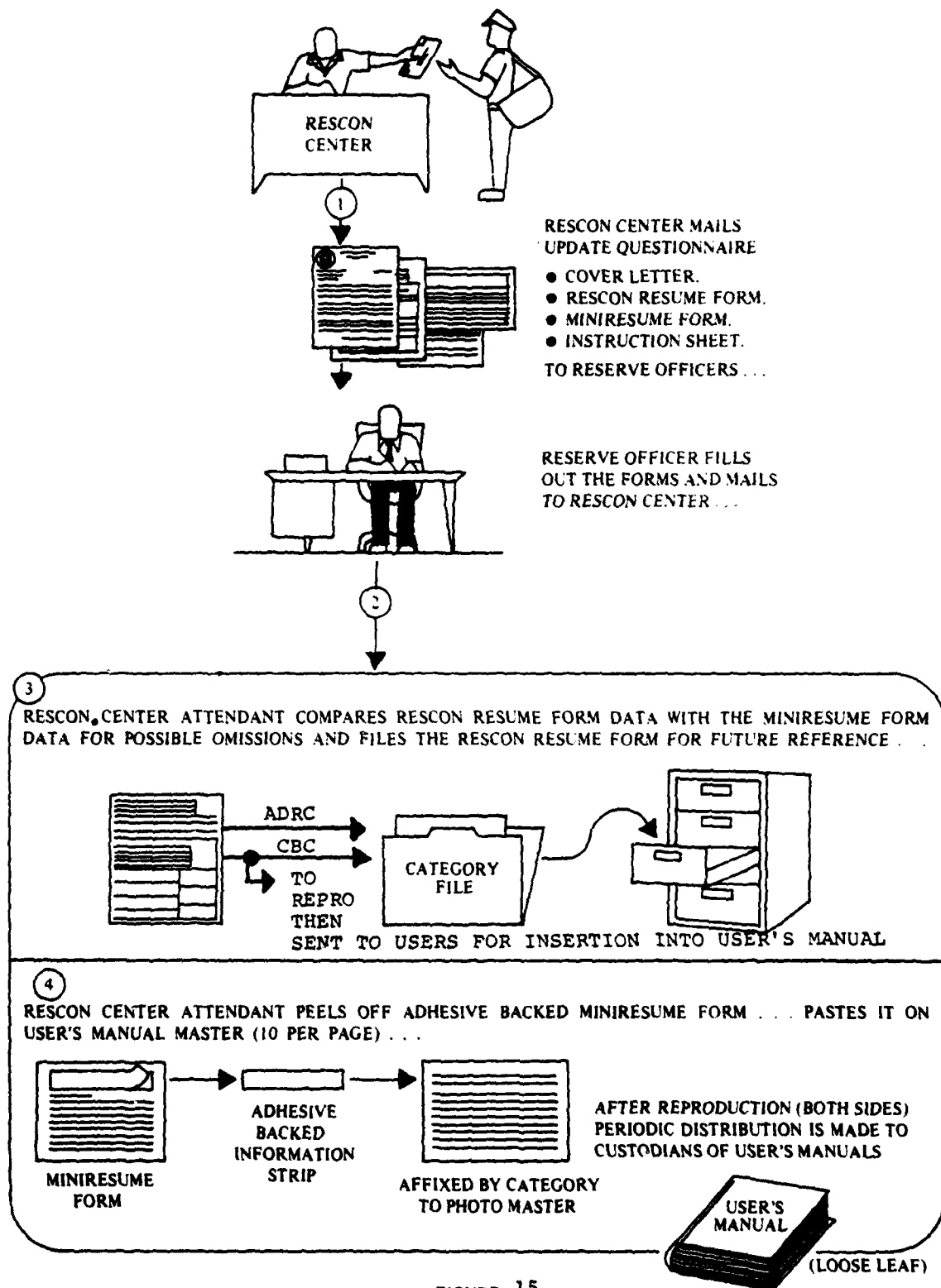


FIGURE 15  
DATA BASE PROCESSING  
2-12

## THE ABBREVIATED RESUME

In order to maximize the publication of consultant information, pertinent facts from the master resume sheets will be transferred to abbreviated forms, classified, and photo-reproduced for dissemination. The information will be inserted in the numbered spaces as follows:

1. Name; last, first, and middle initial.
2. Highest degree attained. Commonly accepted abbreviations should be used: Ph.D., M.A., M.S., A.B., etc.
3. Specific job title as shown in Section 18 of Marine Corps Reserve Consultant Resume Form.
4. Home mailing address (street or P.O.).
5. Rank, i.e. Capt., Maj., Lt. Col.
6. Most accessible telephone (including area code).
7. Secondary consulting skill, ref. Section 24 (primary is on page heading).
8. City, State, and Zip Code of residence.
9. Name of employer.
10. Primary MOS (ref. MCRCR Form space 12).

Utilize the unnumbered spaces to list nonuniform information such as additional important MOS, (place under space No. 10) alternate phone numbers, significant experience, etc.

1. Kilbane, Robert H.	2. BA	3. Procurement Specialist	
4. 312 E. Van Ceisen St.	5. Capt.	6. (509) 943-1338	7. English
8. Richland, Wash	9. Westinghouse Hanford, Co.		
Experienced in soliciting, negotiating and placing contracts (Cost & Price analysis)			10. 7335
Alt. Phone (509) 942-111 X65018			

Figure 16

The User's Manual Update Team compiles the CBC resumes and the ADRC mini-resumes (10 per page) and composes all photo masters for use in the RESCON User's Manual. This team updates, reproduces and disseminates the User's Manual.

As operated by a VTU, the RESCON Center manning schedule provides for the VTU to meet periodically as a group as well as to stand rotating daily watches as individual members. Periodic meetings of the User's Manual Update Team are also required.

## 2.4 THE INDIVIDUAL ACTIVE DUTY RESERVE CONSULTANT (ADRC)

### 2.4.1 Functions

The ADRC receives and accepts orders for temporary active duty. He performs the required service by the most appropriate means to accommodate User requests.

### 2.4.2 Responsibilities

The ADRC keeps the RESCON Center informed regarding changes in his availability and expertise.

The ADRC provides consultation by telephone, letter, or reporting for active duty as required.

The ADRC maintains his level of skill competence by remaining current in the state of the specified art.

### 2.4.3 ADRC Qualifications

The ADRC volunteers to serve on active duty with or without pay and allowances, depending on length of duty,

location, and other circumstances.

The ADRC maintains a high degree of competence in his occupational field.

The ADRC occupational field is one that could be useful to a Marine Corps command, staff or project officer user.

The ADRC maintains a commission in the USMCR and has served on active duty.

The ADRC is a member of ready reserve or is willing to sign a ready reserve agreement prior to activation.

ISL or retired officers may volunteer to serve as ADRC's but may not receive pay, allowances, retirement credit, or accrual of time for pay purposes.

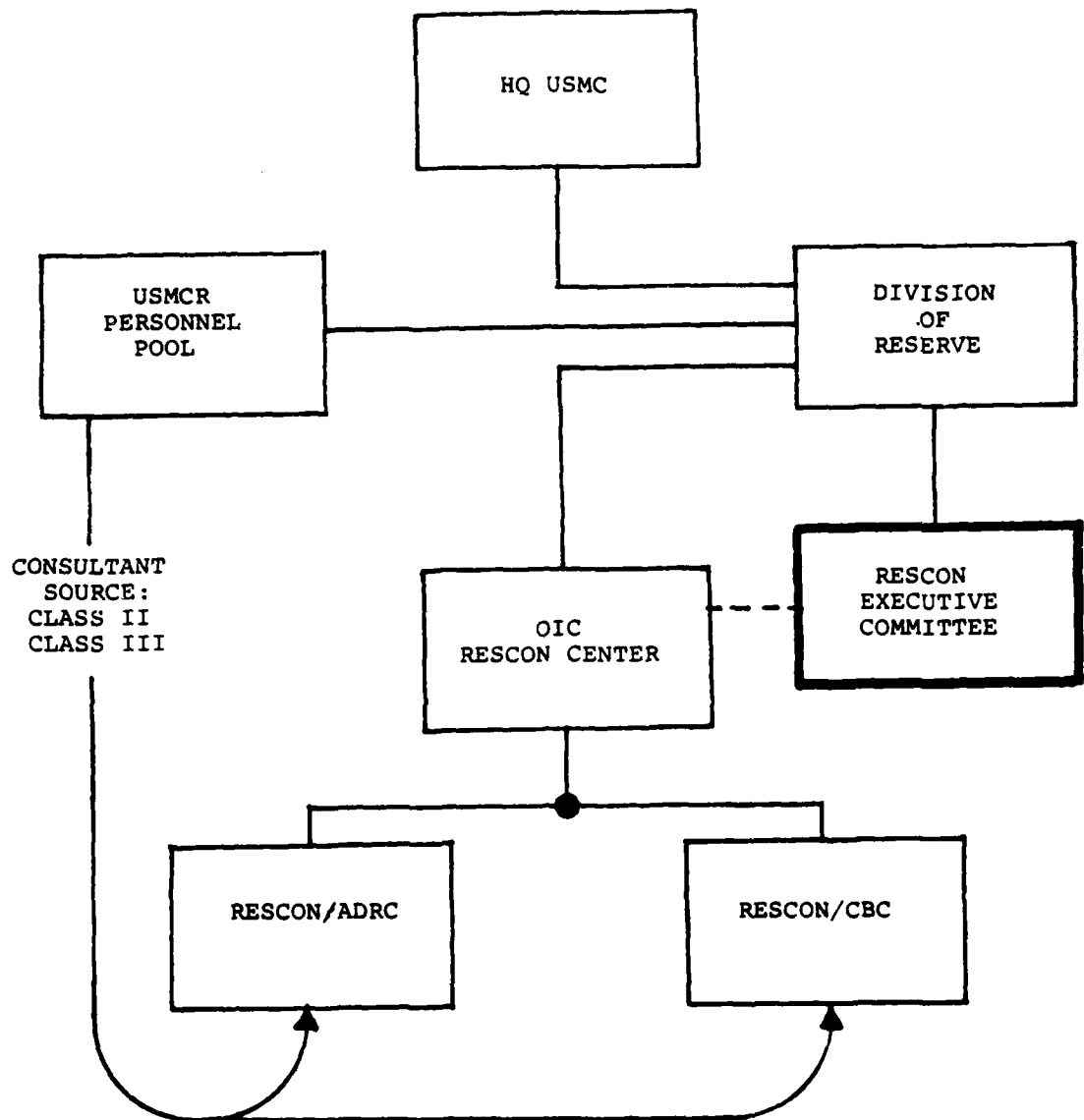
## 2.5 RESCON EXECUTIVE COMMITTEE

### 2.5.1 Purpose

To describe the RESCON System Executive Committee and the duties of its members.

### 2.5.2 General

The RESCON Executive Committee reports to CMC via the Director, Division of Reserve (Figure 17), and is supported by the limited, part-time assistance of one officer and one enlisted man from the regular establishment. The Executive Committee is composed of a chairman and  $\approx 10$  members responsible for policy guidance and administrative control



**THE EXECUTIVE COMMITTEE CONSISTS OF:**

- HQMC DIVISION OF RESERVE--PROVIDES LATEST MCRAMM & PERSONNEL DATA
- HQMC OTHER DIVISIONS: (AS REQUIRED)--PROVIDES SKILL REQUIREMENTS
- 3 SENIOR CBC MEMBERS--PROVIDES SKILL AND CONSULTANT DATA
- OFFICER IN CHARGE, RESCON CENTER--PROVIDES CUMULATIVE DATA FROM RESCON CONSULTANT/CREDIT REPORT AND OPERATIONAL EXPERIENCE DATA
- 3 REPRESENTATIVES FROM USER COMMANDS--PROVIDES SKILL/SYSTEM DATA

Figure 17  
RESCON EXECUTIVE COMMITTEE

of RESCON. The Executive Committee membership is constituted equally from the regular and reserve establishments in order to facilitate and coordinate efficient interaction between the reserve consultants and the active duty users. The major portion of RESCON business is scheduled so that it may be conducted annually during a two-week period of active duty at the location which best expedites the accomplishment of the tasks then before it; however, the Executive Committee may meet for other sessions, upon call of the Chairman, at mutually convenient locations and times.

#### 2.5.3 Duties and General Responsibilities

When in session, the Executive Committee accomplishes the following tasks:

- a. Evaluates effectiveness of the RESCON members via audit of RESCON Consultant Credit Reports that have been previously analyzed and summarized by the RESCON office.
- b. When required, selects and nominates replacements of RESCON members and Executive Committee members.
- c. Evaluates effectiveness of the RESCON system and makes recommendations to CMC for system improvements.
- d. Analyzes RESCON fiscal performance and evaluates cost effectiveness.
- e. When required, drafts any Marine Corps orders, directives, or modifications thereto, pertinent to improvement of the system.

#### 2.5.4 Membership of the Executive Committee

The Executive Committee consists of a chairman, three representatives from the RESCON membership, three representatives from the using activities and assigned non-voting participants and administrative support.

a. The Chairman is normally a USMCR General Officer with broad management background.

b. The three representatives from the RESCON membership are selected for versatility, having demonstrated the following:

1) Detailed awareness of the capabilities and functions among diverse professional disciplines.

2) Skill in recognizing and marshalling competent professionals for consulting for USMC projects.

3) A high degree of availability and participation in USMCR activities.

4) Specific knowledge of one broad field of professional endeavor, such as general engineering, including engineering related physical sciences; general social science, including human relations; or general law, including legal specialties possessed by reserve lawyers.

c. The three representatives from the using activities consist of representatives from the Director, Division of Reserve, an FMF Command, and a major supporting establishment organization, such as the Development Center.

1) The representative from the Director, Division of Reserve, advises the Executive Committee on those policies related to training, funding, and the utilization of reserve resources.

2) The officer representing the FMF Commands is responsible to provide information on trends in field user's requirements that could influence RESCON policy and requirements for the type of RESCON members to be selected. He is also responsible for making recommendations for system effectiveness improvement.

3) The officer representing the supporting establishment organizations must possess a broad knowledge of current supporting agency operations and administration. Awareness of the functions and responsibilities of the major elements of the supporting establishment (such as the divisions of HQMC, the Development Center, the Education Center and the major Marine Corps Base commands) is desirable.

#### 2.5.5 Duties and Specific Responsibilities

The Executive Committee Chairman and his members accomplish the following specific functions in addition to their regular activities:

a. The chairman reports to CMC via the Director, Division of Reserve, and:

- 1) Serves as senior officer present at the Executive Committee.



- 2) Implements the RESCON program.
- 3) Is responsible for RESCON policy matters.
- 4) Insures the accomplishment of the RESCON mission.
- 5) Calls the Executive Committee to session.
- 6) Assigns functions to members between sessions.

b. The three representatives of the RESCON membership report to the chairman and:

- 1) Represent all RESCON reserve consultants.
- 2) Recommend consultant policy matters to the chairman and the Committee.
- 3) Recommend replacement candidates for RESCON membership vacancies (i.e., update rolls of RESCON).
- 4) Recommend improvements in consultant selection criteria.
- 5) Recommend constructive changes, where applicable, in the RESCON system to optimize system efficiency, and user service.
- 6) Assist the chairman in budget review.
- 7) Prepare, as assigned, portions of the annual report.
- 8) Accept assigned functions to accomplish between sessions.

c. The three user representatives, when the committee is in session, will report to the chairman and:

- 1) Represent their respective organizational categories:
  - ° Division of Reserve and HQMC activities.
  - ° MCDEC, MCBs, and other supporting units.
  - ° FMF commands.
- 2) Inform the chairman of current or anticipated changes in USMC or USMCR policy that could affect the program.
- 3) Advise the chairman of cost saving benefits to their represented organizations obtained from or potentially available from the consulting program.
- 4) Inform the Executive Committee of current and anticipated USMC technical deficiencies, requirements, and trends in order to increase consulting effectiveness.
- 5) Recommend methods for improving the consulting services and maximizing their use.
- 6) Accept tasks, as assigned, between sessions.

#### 2.5.6 Appointments and Terms of Office

a. The Chairman of the Executive Committee is

appointed

by the Commandant of the Marine Corps, normally after nomination by the Director of the Marine Corps Reserve. The chairman serves until he resigns or is otherwise terminated by the appointing authority.

b. The three representatives from the using activities are nominated by the commanders of the cognizant using activities they represent. These agencies will be designated by CMC (Code RES) and final selection of the representatives is confirmed by him. The three Executive Committee representatives from the using activities serve until rotated or otherwise terminated by competent authority.

c. The three Executive Committee representatives from the membership of RESCON are appointed and rotated or otherwise terminated in such manner as designed for optimum selection and retention of the most qualified, active, and innovative personnel available for such voluntary service. These members are rotated on a staggered basis to insure system continuity with at least one experienced member retained at all times. Termination of membership is made under the following conditions:

- 1) Expiration of appointed term when a member is ineligible for reappointment.
- 2) Resignation of the member.
- 3) Removal by the chairman for inadequate performance or other cause.

- 4) Assignment to the Inactive Status List, retirement, or resignation from the Marine Corps.

To maintain active, innovative, and experienced membership on the Executive Committee, reservist candidates for the three RESCON member representatives on the Executive Committee are selected by the Executive Committee and recommended for appointment to the committee chairman. The Executive Committee Chairman forwards the list of approved candidates to the Director of the Marine Reserve for assignment to the RESCON program. After the new member has served an initial one-year term and is assessed to be an asset by the chairman, the chairman may nominate him for a follow-on three year term and thereafter for continuing membership on an annual appointment basis. After four years service, additional appointments are limited to one year terms to provide openings for other innovative candidates.

#### 2.5.7 Executive Committee Members Qualifications

a. The Chairman of the Executive Committee is nominally a USMCR General Officer who:

- 1) Is available to contribute the time and effort required to accomplish the RESCON mission.
- 2) Has broad experience in personnel and/or technical project management.

- 3) Possesses one or more of the civilian-acquired skills potentially useful for consulting purposes.

b. The three members representing the user activity possess broad knowledge of:

- 1) USMC policies and procedures.
- 2) Current USMC and/or requirements relating to doctrine, force structure, tactics, technique, equipment, and services.

#### 2.5.8 Executive Committee Records

When the Committee is not in session, the records of the Committee are maintained by the RESCON administrative group (See paragraph <sup>2.5.8 h1g</sup>10) designated by the Director of Reserves.

#### 2.5.9 Executive Committee Administrative Support

a. The administrative support is detailed by the Director of Reserve. It provides clerical and administrative support as required while the executive committee is in session.

b. Responsibilities include maintenance of records, typing and preparation of annual reports, and processing of necessary forms and supplies for RESCON members and other supporting agencies.

### 2.6 COMMANDANT'S BOARD OF CONSULTANTS (CBC)

The Commandant's Board of Consultants membership

consists of not more than 100 members who are uniquely qualified in their skill categories to give "rapid-response" answers to technical questions to USMC users. Although they will normally conduct consultations by phone, they will also respond to written requests and their reply will either be by phone or in writing, whichever is appropriate.

#### 2.6.1 Procedure for Utilizing a CBC Consultant

The general procedure for obtaining a CBC member's services is diagrammed in Figure 18 and described as follows:

- ° Step 1. If the command, staff or project officer desiring the service is not a frequent system user, he contacts his Manpower Officer to utilize the User's Manual. If the active duty officer frequently uses the system, he consults his office copy of the Manual, if not, he uses the copy supplied by the Manpower Officer to review the simple procedural steps and to look for the skill desired in the Manual's index. This number appears in the upper right-hand corner of the consultant's resume.
- ° Step 2. Using this category number as a guide, the user turns to Section III of the resume section which is organized by consultant's skills. Here he compares the professional resumes of

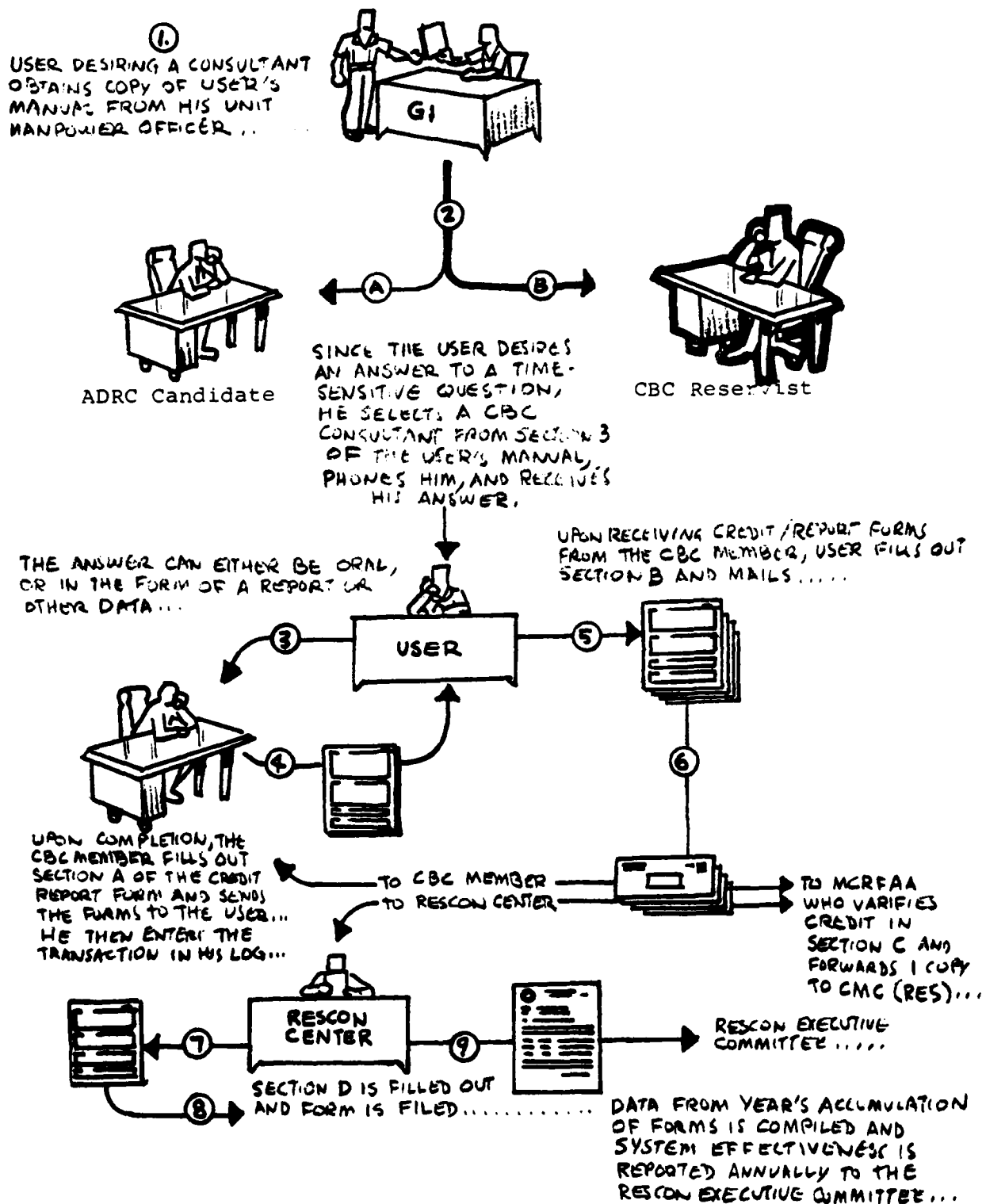


Figure 18  
CBC System Flow  
2-26

consultants possessing the needed skill and selects and stacks the most appropriate candidates in their order of potential desirability. (The user's time required for this step varies from five to fifteen minutes depending upon his familiarity with the manual and the number of appropriate candidates from whom to select.)

- ° Step 3. The user then telephones his first choice candidate, identifies himself, his authority, and the nature of his problem. The consultant has in hand previously-issued (Temporary Active Duty without Pay and Allowances) orders which are activated by such phone calls. Accordingly, he indicates to the user whether or not he is competent to provide the information required, how long it will take, and when he can do it. If the information required is a simple professional opinion, the consultant may render it during the initial telephone call. If it requires reference or research, he works out the quick response and submits it via return telephone call or letter, as appropriate to the type of data and documentation required and the time available for response. If the consultant



indicates that he is not competent to provide an adequate response or that his services have previously been committed elsewhere, it is his responsibility to refer the user to another consultant whom he believes is qualified. If the first-choice consultant is away when the user calls or is not available by telephone, the user telephones his second-choice consultant. (User's time required for this step varies with the number and duration of telephone calls.)

- ° Step 4. After providing his professional services, the consultant enters the transaction in his log, citing date, user identification, nature of problem, synopsis of resolution and time spent in providing the service. He then enters similar data on the Consulting Report and Credit Form, diagrammed in Figure 13. The consultant signs and mails this form to the user.
- ° Step 5. The user, following simple instructions on the form and in the user's manual, confirms or amends the data previously entered on the report form by the consultant, indicates the dollar savings or project worth of the data

received (according to a formula on the RESCON Consultant Credit/Report Form) comments on the transaction, confirms the appropriate retirement credit point(s) for the reservist, and mails the pre-addressed, snap-out copies of the report to MCRFAA, the RESCON Office and the consultant. (User's time required for this step is approximately five minutes.)

- ° Step 6. The Marine Corps Reserve Forces Administrative Activity (MCRFAA) enters the retirement credit on the reservist's records. (This service is already provided by MCRFAA for miscellaneous credits arising from several other sources.) MCRFAA then forwards copies of the transaction to CMC for such review as may be appropriate by the cognizant officer in the Division of Reserve and for insertion in the consultant's case file.
- ° Step 7. The RESCON/CBC Office analyzes and summarizes the reports and organizes them for review by the CBC Executive Committee. The Committee uses the reports and their analysis as a basis for evaluating the CBC System effectiveness, including the services of consultants and the reactions of users. (This evaluation

forms the basis for retention or reselection of consultants, system improvement modifications, and revisions to the user's manual.)

#### 2.6.2 The Consultant Report and Credit Form

This report is a one-page format with three carbon or NCR-paper snap-outs and with franked, pre-addressed backs (Figure 13). It is limited to an original and three copies to insure last-copy clarity. Each copy is "letter" folded and sealed by tape or staple for mailing. The form identifies the user and the consultant and includes the following elements:

- ° date and times of consultation(s) made (important for proper awarding of credits)
- ° nature of service obtained (by skill category and type of service as explained in detail in the CBC (User's) Manual; this data facilitates system analysis and improvement)
- ° estimated dollar savings and technical value (although this is not a fitness report, it can be used to evaluate the value of the services, expressed in dollars and technical worth, based on scales provided on the RESCON Consultant Credit/Report Form

#### 2.6.3 The CBC Membership

Initially, the organization is to consist of not

more than one hundred Marine reserve officer members who volunteer to consult for the Marine Corps on matters pertaining to their civilian-acquired professional skills. The members are chosen from among those recognized as especially competent by their professional colleagues. Member consultants generally have access to valuable resources, such as laboratories and computers appropriate to their individual skills. The consultants function autonomously to answer the users' specific technical questions; they also define, delineate and/or resolve issues of technical concern; they locate sources of pertinent data and refer to other consultants who are authorities in the knowledge required. They are readily accessible by telephone and can provide authoritative consultation by rapid communication (telephone or mail) for short-term requirements. Services requiring periods of active duty, time-consuming projects or problems with long lead times may be provided by Active Duty Reserve Consultant (ADRC) participants.

#### 2.6.4 CBC Member Functions and Responsibilities

The individual member performs the following functions:

- °receives and accepts orders appointing him to the CBC
- °provides accurate, complete, and timely responses to technical questions from USMC command, staff, and project officers

- °maintains a log noting users, questions, summarized responses, credits and dates
- °submits form summarizing consultant service and retirement credit to each user for approval and comment
- °maintains abstracts of RESCON/CBC studies previously made by him
- °maintains appropriate records to verify retirement credits earned
- °accepts conventional orders to active duty to perform special on-site consulting or research service, if the situation dictates and his schedule permits

#### 2.6.5 CBC Organization and Structure

The CBC organization is structured to permit:

- °standby orders activated upon call
- °rapid response to requests
- °minimal administration and program costs
- °wide latitude for individual consultants and users to set up their own systems for providing or obtaining consultant services

°simple, convenient, automatic, built-in reporting and evaluation procedures to minimize the input by each participant for effective response

For certain specified technical areas, such as legal applications, a designated member may be assigned to act as a reference consultant to refer the active duty user to the consultant specialist in his field most qualified to handle the user's request, for example, the lawyer most qualified to consult on a specific matter in a particular jurisdiction.

#### 2.6.6 CBC Members' Terms of Office

The term lengths are selected to encourage participation, provide recognition for the most successful and most used consultants, and to eliminate those who no longer perform as expected. A successful initial term limited to one year may be followed by renewable 2-year appointments without limitation, provided the consultant's services remain on a high level and continue to be in demand. Although there is no specific limit to the number of terms, varying conditions of availability arising from changes in civilian commitments are expected to create a viable turnover rate.

Member services are terminated by:

°expiration of term when the member is no longer eligible or fails to be renominated by the CBC

## Executive Committee

- °resignation from the program

- °removal for cause

The initial CBC members can be selected from the RESCON Data Bank by VTU 12-3 and submitted for CMC approval and appointment via CG, MCDEC and the Director of the Marine Corps Reserve. (Staggering of CBC members' terms is not as important as staggering membership on the Executive Committee. However, natural attrition and replacement are expected to introduce substantially staggered membership within three years.)

### 2.6.7 CBC Members' Qualifications

CBC Consultants generally possess the following qualifications:

- °desire to serve in this capacity without fee, pay or allowances
- °are recognized authorities in their individual fields of endeavor
- °hold an advanced degree or other evidence of professional competence at the level appropriate to the field concerned which varies considerably from discipline to discipline
- °are skilled in one or more fields useful to the

CBC mission

°are generally available in their offices by telephone between 0800 Eastern Time and 1630 Pacific Time

°are USMC reserve officers (Since their tasks may not relate to their mobilization potential, all Marine reserve officers, including those on the Inactive Service List and the Retired List are eligible. Particularly well-qualified retirees are available to serve though retirement credits or other benefits are not available to them. It should be noted that a significant number of unusually well-qualified personnel in these categories have volunteered their valuable professional services without retirement credits. Only a few would be needed to round out the skill spectrum.)

## 2.7 SYSTEM IMPACT ON MARINE CORPS RESERVE ADMINISTRATIVE MANAGEMENT MANUAL (MCRAMM)

Since Reserve Officers who participate as consultants in the RESCON program are generally activated on conventional orders to temporary active duty, the current MCRAMM procedures will not be affected, except for incorporation of



the RESCON MCO and User's Manual into the MCRAMM by reference.

Eventually, legislation must be approved to accommodate the issuing of special "Open Ended" orders that permit the awarding of Reserve Retirement Credits to support the CBC concept. It is not practical for CBC members to accrue 4 hours of telephone consulting time to obtain one retirement point. The system should permit the award of one point for each day that the CBC member's services are used, whether he processes one or several calls in one day. He should, however, receive 1 point for every 4 hours he applies to research or in preparing correspondence applicable to a given request.

## 2.8 SYSTEM UTILIZATION ESTIMATE

It is estimated that a minimum of 100 requests for reservist consultants will be processed during the first year of operation. This is based upon the 1972 sample obtained from visits to twelve USMC Commands (reference Interim Report, Reserve Civilian Skills Utilization, 30 June 73, Annex D). In the sample, the distribution of length of duty periods requested by users was as follows:

° no on-site duty required		20%
° duty at Marine Corps site	1-3 weeks	10%
	1-3 months	50%
	1-3 years	20%

Based upon the above, a rough order of magnitude estimate of 3000 days of consultant time would be requested during the

first year of operation.

It is further estimated that approximately 2,000 records of CBC telephone consultations will be processed during the first year of operation. (Based upon data source for estimates: "Cost Analysis, Commandant's Board of Consultants" dated 3 Apr 75).

## 2.9 SYSTEM COST CONSIDERATIONS

It is assumed that the RESCON system administration and maintenance will be performed by a Class III Volunteer Training Unit. For planning purposes it is assumed that VTU 12-3 is typical. The unit already adequately housed in its own quarters, is equipped with sufficient office furniture and telephones to perform most necessary administrative tasks. All utilities are also provided.

Expenditures necessary to undertake the RESCON task will consist of:

### 2.9.1 Start-Up Costs

° Initial Office Supplies. . . . .	\$ 400.00
° Telephone Answering Machine Install. .	500.00
° Purchase of one IBM Selectric II Type.	650.00
° Printing:	
° RESCON User's Manual (800 copies). .	4,000.00
° Forms* . . . . .	<u>5,000.00</u>

Total System Start-Up.\$10,070.00

### 2.9.2 First Year Operation Costs (Excluding Start-Up)

° Telephone Answering Machine Lease. . . . .	\$ 120.00
° Telephone Service. . . . .	250.00
° Xerox @ \$50/mo. . . . .	600.00
° Contract Typist** @ \$4.50/hr, 16hrs/mo. . . . .	<u>639.00</u>

Sub-Total . . . . . \$ 1,609.00

Total RESCON Center 1st

year Expense. . . . . \$11,679.00

\*Forms include: RESCON Screening, Telephone Interview, RESCON Credit/Report, Resume, Mini-Resume.

\*\*Contract typist could be eliminated if I&I support is available

### 2.9.3 Active Duty Pay

Computation of Active Duty Pay and Allowances is based on "averaging" for ADRC and RESCON Center personnel as follows:

Capt. (6 yrs.) . . . . .	\$ 614	(for 2 wks)
Maj. (10 yrs.) . . . . .	704	(for 2 wks)
Lt. Col. (16 yrs.) . . . . .	885	(for 2 wks)
Col. (22 yrs.) . . . . .	<u>1,128</u>	(for 2 wks)

$\$3,331 \div 4 = \$833/\text{tour average}$

The Executive Committee pay is computed as a group as follows:

Col. (26 yrs.) . . . . .	\$1,223	(for 2 wks)
	<u>x3</u>	USMCR Colonels
	\$3,669	

B/G (26 yrs.) . . . . . 1,500

\$5,169 per Executive Com-  
mittee tour

Using the above figures, the following expenses for Reserve  
Active Duty Pay each year could be expected:

- ° Executive Committee (4 USMCR) . . . . \$ 5,169.00
- ° RESCON Center (16 men for 2 wks). . . 13,338.00

Total Active Duty Pay 18,507.00

Per diem and air fare could be required for the Executive  
Committee members. Assuming that cross-country travel would  
be required for some and lesser distances for others, an aver-  
age of \$300 each is reasonable to expect. Although per diem  
wouldn't be required for the RESCON Center personnel, travel  
for 16 men would be necessary.

- ° Executive Committee (4 USMCR) . . . . \$ 2,600.00
- ° RESCON Center (travel only, 16 men) . 320.00

Total Per Diem & Travel 2,920.00

RESCON First Year Basic Operation Including Start-Up:

- ° RESCON Center . . . . . \$11,679.00
- ° Active Duty . . . . . 18,507.00
- ° Per Diem & Travel . . . . . 2,920.00

Total. . . . . \$33,106.00

Subsequent Operation (Less Start-Up But Adding An Annual

Printing-Cost of \$2,500 for Forms, Etc.):

° RESCON Center. . . . .	\$ 1,609.00
° Active Duty . . . . .	18,507.00
° Travel & Per Diem. . . . .	<u>2,920.00</u>
Total. . . . .	<u>\$23,036.00</u>

The above figures do not include pay, travel and per diem of ADRC Consultant tours. If their active duty is factored into the overall reserve budget as on-the-job (OJT) perhaps the present USMCR OJT category should be increased to accommodate approximately 50 reserve consultants. Using the \$833 average pay figure, above, this would mean that \$41,650.00 for pay and \$30,000.00 for travel and per diem (based on a 12 day average tour) should be allocated for OJT (\$71,650.00 total).

### Section 3

#### IMPLEMENTATION PLAN

This plan sets forth a three-phase program for implementation of the Reserve Consultants (RESCON) Center and System:

- ° Phase I covers accomplishments prerequisite to activation
- ° Phase II describes actions required during activation
- ° Phase III concerns post-activation operations

#### 3.1 PHASE I--PREPARATION

Figure 19 identifies the nature and sequence of the events prerequisite to implementation of the Manual RESCON System. To spark this effort, it is strongly recommended that an officer at CMC (Code RES) be assigned as RESCON System Action Officer, and that the services of a clerk-typist be made available to him. This officer shall be a reservist on active duty or a regular Marine Corps officer assigned to the staff of the Director of the Reserves, who has sufficient availability to accomplish these tasks as an

# RESCON SYSTEM ACTIVATION FLOW

[Hatched Box] - CROSS HATCHED ITEMS INDICATE DELAYS THAT COULD BE ENCOUNTERED IF SOME UNIT, OTHER THAN VTU 12-3 IS DESIGNATED AS THE RESCON CENTER.

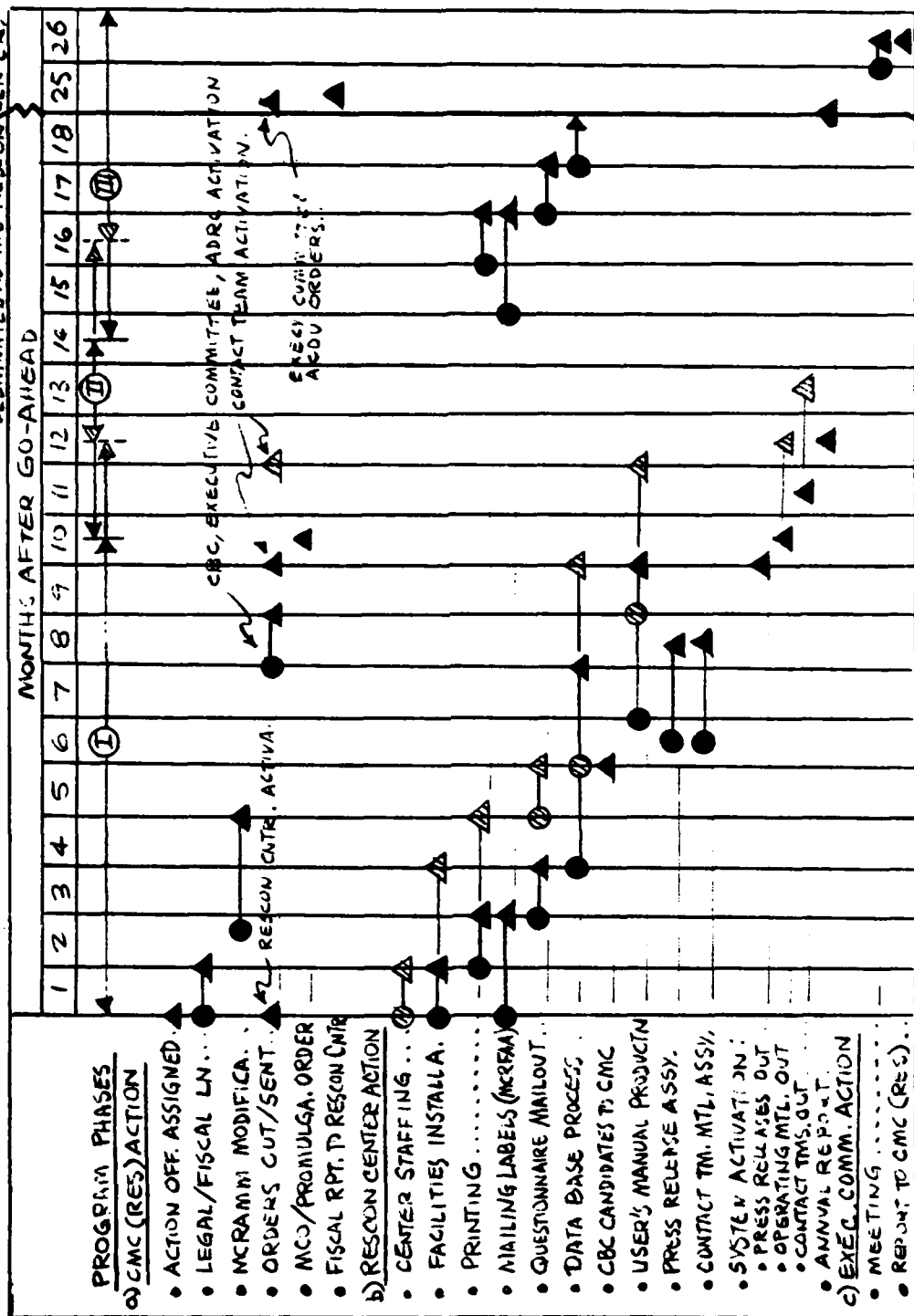


FIGURE 19

additional duty. The general responsibility of the RESCON Activation Officer shall be to guide the project through promulgation to the appointment of a RESCON Officer, and thereafter to monitor the project for CMC.

#### 3.1.1 RESCON Action Officer

The specific responsibilities of this officer shall include but not necessarily be limited to (a) reviewing the RESCON program and system documentation to date, (b) legal liaison for reviewing of related laws, regulations, and policies, to eliminate or resolve any possible conflicts, (c) drafting modifications for the MCRAMM, (d) fiscal liaison and establishing appropriate funding levels and procedures, (e) preparing the draft MCO or other appropriate promulgation order, for a RESCON Center, (f) selecting and nominating a Reserve Officer as RESCON Officer, and (g) monitoring the activities of the RESCON Center.

##### 3.1.1.1 Project and System Review

The RESCON Action Officer shall review the RESCON System study reports, including the Interim Report, the Concept Design, the Users' Manual, and the Implementation Plan to become familiar with the system. He shall also review the RESCON Project documentation, including the CMC order establishing the study, the quarterly reports, and project correspondence to make himself aware of the CMC objectives and the project experience which led to the system design.



#### 3.1.1.2 Related Laws, Regulations, and Policies

The CMC RESCON Action Officer shall verify that the proposed Manual RESCON System is in accordance with all pertinent statutes and, if necessary, that it be revised to assure conformance with related policies, regulations, and directives. As currently designed by VTU 12-3, the system is not known to be in conflict with any laws nor counter to any regulations, or policies which are not under the cognizance of the Director of Reserve. However, minor modifications may be required in the regulations and published policies pertaining to the reserve which are under the Director's purview, such as the MCRAMM.

In addition, certain related public laws shall be reviewed. For example: Title 10, USC 1331-1337, as well as the DoD and Department of the Navy regulations stemming therefrom, shall be reviewed to confirm there is no prohibition to awarding retirement credits to members of the Commandant's Board of Consultants for rendering telephone or letter consultation services based on research in their homes or offices. Title 10, USC S-52A (The Privacy Act of 1974, Public Law 93-579) shall be reviewed to eliminate any potential problems arising from the method of handling and disseminating questionnaires, resumes, data bank records, and the User's Manual, all of which contain personal data. Current interpretation by VTU 12-3 indicates no conflict with either of these laws.

BUPERSINST 5400 42C and similar documents shall be reviewed to confirm that volunteer retired reservists who possess unusual skills or degrees of competency not currently available in the Class II and Class III reserve may be issued permissive orders (without pay, retirement credits or accrual of time for pay purposes).

If the reviewing officer finds conflicts or potential conflicts he shall revise the Manual RESCON System procedures in coordination with the originators of that system.

#### 3.1.1.3 MCRAMM Modification

RESCON System activation requires the MCRAMM and the MCO, or other draft document implementing RESCON, be brought into consonance through modification of either or both, as may be appropriate. The areas of inactive duty training (MCRAMM, Chapter 4) and reserve retirement crediting (MCRAMM, Chapter 6) must be reviewed to verify conformance. MCO P1001. ID, Paragraph 4301 and pages 6-8, 609 shall be reviewed to assure proper, legal modifications, if such are necessary.

#### 3.1.1.4 Management and Operation

Having reviewed the RESCON System design in context with related directives, the RESCON Action Officer shall recommend retaining responsibility for management

and operation of the RESCON System at CMC (Code RES) or delegation of this responsibility to a specific active or reserve organization. If the responsibility is so delegated, orders shall be drafted designating the unit as the RESCON Center.

#### 3.1.1.5 Funding

The RESCON Action Officer will, with the cognizant fiscal officer, coordinate the funding procedures, funding cycle for the RESCON System Operation, and the disbursing point designation after examination of the cost data supplied with the manual RESCON System documents to make sure that current inflation factors are applied.

#### 3.1.1.6 Marine Corps Order

The RESCON Action Officer shall then draft a Marine Corps Order or other appropriate RESCON directive based on Figure 20 and the results of the previously accomplished tasks and decisions. He shall then conduct the staff liaison required to secure approval of the directive and subsequent promulgation thereof on the date the RESCON Center becomes operational.

#### 3.1.2 RESCON Center

Upon activation of the RESCON Center, the Officer-in-Charge, herein referred to as the Commanding Officer, shall



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
WASHINGTON, D. C. 20380

10 NOV 1975

1. Purpose. The complexity of modern warfare demands many scientific, engineering, data management and other skills not readily available from the Marine Corps MOS structure. The other services have accommodated this by enlarging their MOS structures and employing thousands of professionally qualified civilians. The Marine Corps' emphasis on quick response with a high ratio of combat personnel to overall manpower does not lend itself to this approach. Instead, the Marines make effective use of some supporting activities of other Services, in particular the Navy, and rely heavily on their own resources. This document describes a recently organized Marine resource to help meet the Marine Corps requirement for such professional skills.

2. Scope. This RESCON (Reserve Consultants) User's Manual describes how any Marine Corps command, staff, or project officer, in the performance of his official duties, may avail himself of a large pool of consultants which includes a wide variety of civilian professions. These consultants are all reserve officers who, in addition to their active duty military service, have since acquired advanced degrees and/or exceptional experience, generally in fields for which there are no direct Marine MOS equivalents. They have volunteered this professional expertise to the Marine Corps.

The Reserve Consultants are divided into two groups. The first, called Active Duty Reserve Consultants (ADRC's) are available to be called on temporary active duty. Their services are oriented to projects requiring their physical presence and which are not extremely time sensitive since the time required to ascertain dates of availability and issue orders could take several weeks. The second group consists of members of the Commandant's Board of Consultants (CBC). These carefully selected reservists have been issued orders to temporary active duty without pay and allowances which may be activated immediately upon receipt of a phone call from any authorized Marine Corps command, staff, or project officer. The services of the CBC group are oriented to providing expert consultations in the civilian professions immediately by phone, by letter or by report. These consultants can be used when immediate support is required. They are no farther distant than the staff officer's telephone.

This manual describes the two systems and simple illustrated procedures for their use. It also provides the resumes and phone numbers of both the ADRC and CMC Consultants.

3. Source. The RESCON System was developed under CMC Project Directive 90-72-01 of 27 Mar 72. This publication was prepared under the direction of CG, MCDEC by VTU 12-3, Bldg. 158, NAS Moffett Field, Ca 94035.

4. Certification. Approved this date.

P. J. Ryan  
Major General, U.S. Marine Corps  
Director, Division of Reserves

make the necessary preparations to organize, staff, and provide facilities and furnishings appropriate to the Center and its activities. In addition, he shall perform at an early date, the long-lead time items necessary for the Center to begin functioning.

. 3.1.2.1 Staffing

The Commanding Officer of the RESCON Center shall be designated by the Commandant of the Marine Corps (Code RES), guided by a list of candidates (with biographies), provided by the RESCON Action Officer in coordination with the RESCON System designers.

In preparing the list of nominees, the RESCON Action Officer shall consider the candidates' personal qualifications as well as their command resources. The Action Officer shall coordinate with the RESCON System designers in technical matters and shall take appropriate steps to organize the RESCON Center. Once selected, the Commanding Officer of the RESCON Center shall take immediate steps to organize, staff and equip the Center, to start the long-lead time tasks, and to accomplish the RESCON Center missions.

Since the RESCON Center is concerned with continuously locating and determining the skill spectrum, competency and availability of reservists, the Commanding Officer shall

organize his staff in a manner to permit maximum flexibility to accomplish the varying workload requirements brought about by continual changes in the skill resource bank and in the users' needs.

#### 3.1.2.2 Facilities

The Commanding Officer shall, in coordination with work previously and concurrently performed by the RESCON Action Officer, acquire the space, furnishings, equipment, and supplies prerequisite to RESCON System operation.

Space. Industrial standards shall be used to determine space requirements. Eighty square feet per man and 120 square feet per branch head shall be used as guidelines.

Furnishings. In addition to standard desks, chairs, tables and typewriters, lockable file cabinets shall be provided for data base materials including resumes and consultant effectiveness reports. Under the Privacy Act of 1974, only authorized personnel shall have access to RESCON files.

Special Operating Equipment. Frequent and clear-copy reproduction of resumes and records is required for rapid dissemination. The full-time use of a Xerox type office copier shall be provided; as an alternative, the part time use of readily accessible similar reproduction equipment shall be authorized.

An automatic telephone message recorder shall be provided to maintain system usage and effectiveness data as

well as to prepare fiscal data.

#### 3.1.2.3 Printing and Dissemination

The Commanding Officer shall initiate the long-lead time printing requirements as soon as possible after issuance of the promulgating directive activating the RESCON System and Center. Printed forms and manuals are essential to acquire and process the biographical data base, disseminate skill lists and resumes to users, and provide participating reservists with operating consultant kits. A compilation of the printed materials developed during the RESCON Project Study, shall be used as a guide. Existing camera-ready masters of these forms shall be used whenever practicable.

Printing Requirements. Authority and budget or facilities shall be provided for the following initial printing:

<u>Forms</u>	<u>Pages</u>	<u>Copies</u>
Questionnaire Resume Form	1	12,000
Miniresume Form	1	12,000
Instruction Sheet	3	12,000
Cover Letter	1	6,000
RESCON Credit Report Form	5	200,000
Consultant's Log Pages	1	2,000
Form Replenishment Form	1	7,000
User's Manual	300	350

Dissemination Requirements. The User's Manual shall have 3 sections. Section I shall contain the promulgation order, system operating instructions, and sample applicable operating forms. After initial dissemination only reproduction of changes shall be required. Section II shall contain pages with several (goal is 10) miniresumes per page of the active duty reserve consultants (ADRC). Approximately 150 sheets printed on two sides will require initial printing and 30% update twice a year.

Section III shall contain the full-page resume forms for members of the Commandant's Board of Consultants. 100 pages will be initially printed with 50% anticipated update per year required.

The User's Manual distribution (to be made in Phase II) shall be substantially as follows:

<u>Regular Establishment</u>	<u>Copies Each</u>	<u>Copies Total</u>
3 Divisions	10	30
3 Wings	10	30
3 MAFS	10	30
2 Force Troops	10	20
2 FMF HQS	10	20
2 MARCOR Bases	10	20
2 Air Stations	10	20
1 IWO KUNI	10	10
2 Recruit Depots	10	20



6 MARCOR Districts	1	6
1 Camp Butler	1	1
1 MCSC Barton	1	1
1 MCSC Albany	1	1
1 ICP	1	1
1 HQMC	20	20
1 MCDEC	20	20
(Back-up Supply 20%)		<u>50</u>
Sub-Total		300

Reserve Establishment

HQMC, RES	10	10
4th MARDIV	10	10
4th Wing	10	10
RESCON Center	10	10
RESCON Executive Committee	10	<u>10</u>
Sub-Total		<u>50</u>
TOTAL		<u>350</u>

Consultant information packets shall be sent to ADRC participants and CBC Kits shall be forwarded to the CBC members. The ADRC Information Packet shall contain a copy of the promulgation order and a brief description of the system including flow diagrams showing how the data base is updated, how the CBC system operates, and how the ADRC is contacted, called to active duty and reported on. In addition to the ADRC data, the CBC Kit will include a log

book, a supply of 10 sets of RESCON credit/report forms, a rubber stamp and the CBC consultant's name, rank, address, and skill category code numbers; and a mailing list of other active CBC members. A re-order form and a supply of twelve (12) blank, prefranked envelopes will be included.

#### 3.1.2.4 Data Base Update

The RESCON Center files, presently two to three years old, shall be updated prior to system activation. The RESCON Center shall obtain the latest reserve mailing list from MCRFAA and conduct the mailing and processing of reservist responses as shown in Figure 15. Returned data shall be stowed in conformance to current directives applying to safeguarding of private information. Upon completion of the data base update cycle including all resumes processing, the RESCON Center shall evaluate the resumes, nominate candidates for ADRC and CBC membership, and submit the names with their resumes to CMC (Code RES) for approval. (Subsequent nominations shall be made by the RESCON Executive Committee for approval of CMC (Code RES).)

The RESCON Action Officer shall notify the RESCON Center of the final selectees in each category. Upon receipt of the approved list, the letters, and the orders, the RESCON Center shall then assemble the resumes and miniresume data and initiate the reproduction cycle to provide for User's Manual input.

### 3.1.2.5 User Education

In parallel with the printing, data base update, and consultant selection/approval tasks, the Commanding Officer of RESCON Center shall prepare and conduct a campaign to inform potential consultants and users how to participate in the program. Informative articles relating to RESCON shall be especially tailored for the following and shall be released to coincide with the program initiation:

- ° "Marine Corps Gazette" articles
- ° MCROA "The Word" articles
- ° Marine Corps District and Aviation publications
- ° "Reserve Marine" articles
- ° RESCON Contact Team literature
- ° RESCON Center literature

## 3.2 PHASE II--SYSTEM ACTIVATION

### 3.2.1 RESCON Executive Committee

The Commanding Officer, RESCON Center shall submit a list of recommended and alternate candidates for the reserve members of the Executive Committee to CMC (Code RES). The Director, Division of Reserve shall select and appoint the reserve members from the list of recommended and alternate <sup>CHODL R 53</sup> candidates or return the list with directions for revision. The Director shall also solicit, cause, and approve the appointments of the active duty members from

- ° HQMC Staff
- ° MCDEC
- ° One Division
- ° One Wing
- ° One Supply Facility

### 3.2.2 Commandant's Board of Consultants

The phrasing of the order for CBC members shall be drafted by the Commanding Officer, RESCON Center for approval by CMC (Code RESP). CMC (Code RESP) shall transmit this phrasing along with a list of the reserve officers selected for CBC membership to the appropriate order issuing agencies. Thereafter, GG, 4th MAW, District Directors shall issue orders to Temporary Active Duty without Pay and Allowances to those individuals under their cognizance who shall be selected for membership on the Board. Copies of the orders shall be sent to the Commanding Officer, RESCON Center.

### 3.2.3 Active Duty Reserve Consultants

The Commanding Officer, RESCON Center shall notify the ADRC candidates approved by CMC (Code RES) by means of a letter thanking them for their voluntary participation. The letter shall contain an enclosure describing the responsibilities and procedures which pertain to them. Thereafter, as their services may be required, these officers shall be issued conventional orders to Temporary Active Duty with

or without Pay, as appropriate, for specific consulting assignments.

#### 3.2.4 RESCON Contact Teams

Three Contact Teams from the RESCON Center, normally consisting of two officers each, shall visit the Commands shown below. These teams shall make their visits following the issuance of the Marine Corps Order or other directive establishing RESCON. The Teams will explain the implementation and operation of RESCON, demonstrate how the system may best be used to serve the Command's mission, clarify control procedures, and answer any questions the staff and project officers of the Command may have.

The West Coast RESCON Contact Team shall visit and brief the following Commands:

- ° Landing Force Training Command, Pacific
- ° Force Troops, Twenty Nine Palms
- ° Supply Base, Barstow
- ° MCB, Camp Pendelton
- ° 1st Marine Division
- ° MCAS, El Toro
- ° 4th Marine Division

The East Coast RESCON Contact Team shall visit and brief the following Commands:

- ° MCB, Camp Le Jeune
- ° Landing Force Training Command, Atlantic

- ° Force Troops, Camp Le Jeune
- ° 2nd Marine Division
- ° Fleet Marine Force Atlantic
- ° MCAS, Cherry Point
- ° Headquarters, Marine Corps
- ° Marine Corps Development Center
- ° Marine Corps Education Center
- ° MCB, Quantico
- ° District Directors Conference, Washington, D.C.

The Pacific RESCON Contact Team shall visit and brief the following Commands:

- ° 3rd Marine Division, Okinawa
- ° Marine Air Base, Iwakuni, Japan
- ° Fleet Marine Force Pacific, Hawaii

Orders for the RESCON Contact Teams shall be prepared by the cognizant agencies upon request from the Commanding Officer, RESCON Center and approval of CMC (Code RESP).

#### 3.2.5 Document Dissemination

Upon RESCON System activation, the Commanding Officer, RESCON Center shall disseminate the requisite documentation to all participants. For planning purposes, dissemination shall be as follows:

- ° Executive Committee Members (10)

- One Information Packet, each
- One User's Manual, each
- ° CBC Members (100)
  - One Information Packet, each
  - One CBC Member Kit, each
- ° ADRC Participants (1,000)
  - One Information Packet, each
- ° Users (35 major activities)
  - 100 User's Manuals, total
  - 2,500 Consultant Credit/Report Forms, total
- ° Marine Corps Districts
  - One User's Manual, each
  - 250 Consultant Credit/Report Forms, each
- ° 4th Mar Div, 4th MAW
  - Ten User's Manuals, each
  - 250 Consultant Credit/Report Forms, each

### 3.2.6 Budget and Disbursing

The CMC (Code RES) Action Officer shall coordinate with the cognizant HQMC fiscal authorities to assure that a suitable budget is authorized and the appropriate accounts for management and operation of the RESCON Center are opened at a convenient disbursing facility.

### 3.2.7 Official Promulgation

After all tasks in Section II above have been com-

pleted and all tasks in Section III have been accomplished, except for the actual mailing of orders, dissemination of official documents and visits by the RESCON Contact Teams, the Commandant of the Marine Corps (Code RES) shall cause the Marine Corps Order or other directive document to be promulgated.

Upon promulgation, the orders shall be mailed, the documents disseminated, and the Contact Team visits made. Dissemination of articles for publication in various Marine Corps media will be timed for release to correspond with the anticipated promulgation date.

### 3.3 PHASE III--ANNUAL REPORTS AND REVIEW

#### 3.3.1 RESCON Center Reports

At the end of each of year of operation, the RESCON Center shall prepare an annual report to the RESCON Executive Committee containing the following information:

- ° Annual system operation cost
- ° Compilation of user's evaluation data
- ° Compilation of estimated savings data
- ° Recommended system improvements
- ° Current rosters of CBC and ADRC members
- ° Lists of new CBC and ADRC candidates



- ° Draft letters of commendation and certificates of appreciation
- ° Other data, as may be appropriate

### 3.3.2 Executive Committee Action

The Executive Committee shall convene to:

- ° Review the RESCON Center Annual Report.
- ° Review current consultant requirements from Marine Corps user's representatives on the RESCON Executive Committee.
- ° Select new CBC and ADRC members from the list of candidates submitted by the RESCON Center and from Executive Committee members.
- 7 ° Approve letters of commendations and/or write certificates of appreciation for outstanding contributions by CBC and ADRC members.
- ° Submit Annual Report to CMC of the financial aspects and value of the system.



**DATE**  
**ILME**